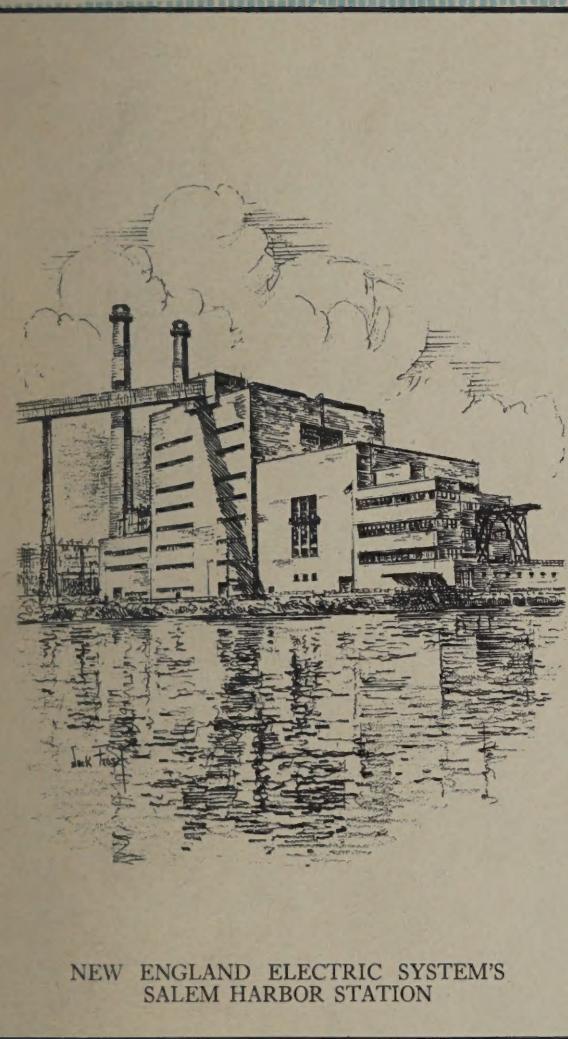


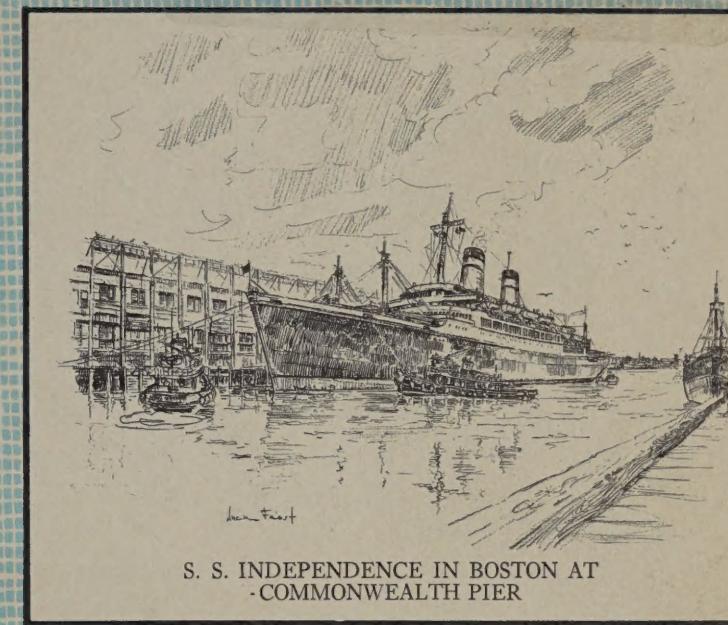
BOSTON... America's Home Port

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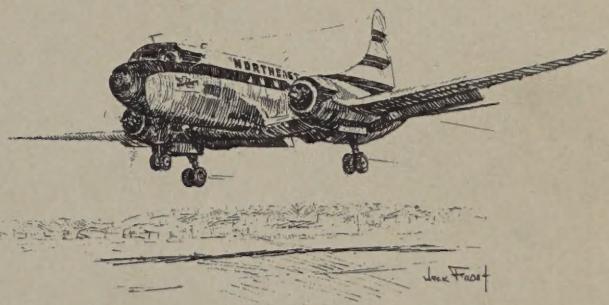
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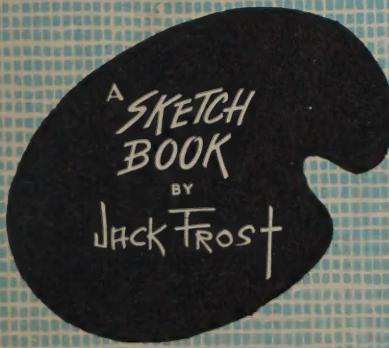
NEW ENGLAND ELECTRIC SYSTEM'S
SALEM HARBOR STATION



S. S. INDEPENDENCE IN BOSTON AT
COMMONWEALTH PIER

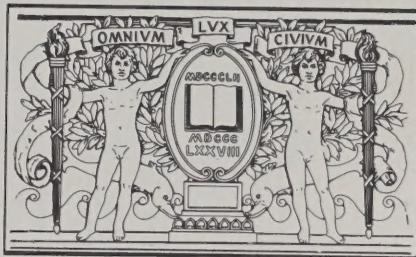


TAKE OFF FROM EAST BOSTON'S
LOGAN INTERNATIONAL AIRPORT

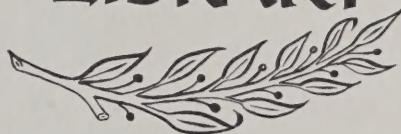


PUBLISHED FOR

NEW ENGLAND ELECTRIC SYSTEM



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BOSTON...

America's Home Port



JACK FROST

A SKETCH BOOK

by

JACK FROST

TO THE CITIZENS OF THE CITY OF BOSTON
and of the
COMMONWEALTH OF MASSACHUSETTS

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INTRODUCTION

THE Port of Boston is steeped in the history and the traditions of Massachusetts and the Nation. It is the cultural center of the New England region. It is also the economic capital of New England, a great industrial and commercial area.

In its blend of the old and the new, we find the source of our affection for the city. Here are great colleges and universities, great hospitals, outstanding libraries and museums and an incomparable symphony orchestra.

Here, too, are the trade marts, with a broad range of activities in commerce and industry. Boston is a major transportation center, by the sea to her deep water harbor with its modern pier facilities, by air to Logan International Airport, whence in the near future jet transports will span the Atlantic in less than six hours, and overland by three major railroads and a newly modernized highway network.

Boston's greatest asset both in past and present is the brains of her citizens. The leaders in the field of finance, the world renowned doctors, the men who run great insurance companies, commercial establishments and industrial concerns, the men of learning in the universities, the lawyers pre-eminent in their profession, the religious leaders and the skilled workers at their machines have been and are now known for their initiative, enterprise and imagination.

It is these qualities, in my opinion, which have brought about the remarkable economic resurgence found in Boston and her neighboring cities and towns in recent years, and which give me continued confidence in the city's future.

CHRISTIAN A. HERTER
Governor of Massachusetts

FOREWORD

THE world knows of Boston's cherished past and the great part played in the development of America by the "Yankee pedlars" . . . and the Yankee Clippers and Packets. This book will be sent to the far corners of the earth to tell the Boston story, even as the McKay Clippers of yesteryear and the sales emissaries of our world renowned firms today carry our message and our goods to distant places.

Pictures in this book retell the familiar story of Boston history and texts by prominent authorities will, in this book, tell the less well-known story of Boston in comprehensive form. That is the delightful thing to me—that this community enterprise "BOSTON . . . America's Home Port" also enlightens on phases of our area not so widely heralded.

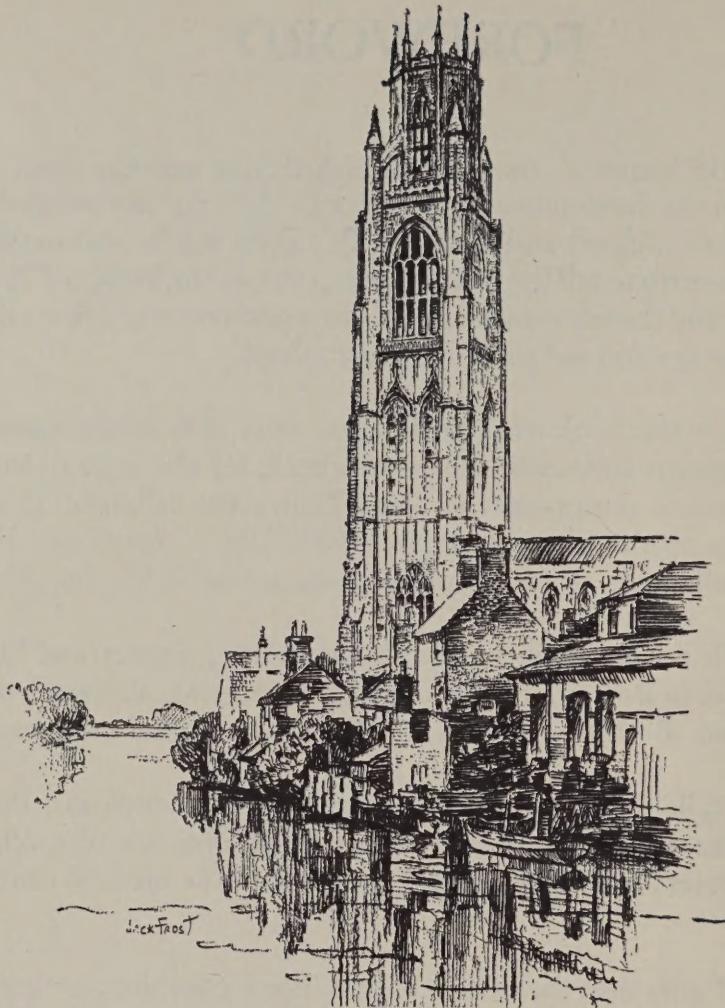
Part I shows not only the admirable seaport, airport and "land-port" facilities in Boston, second to none, but suggests also some of the things to come. Boston is growing, and building to contain that growth.

Part II tells the world many unrecognized facts such as: Boston has a high place in finance; it is the country's number one research and education center; number one wool center; and the medical center of the world.

Part III goes into the details of our future planning, letting outsiders know that although we have a glorious heritage which is in great part responsible for the billion dollar tourist business of Boston and New England, yet we live in the present and wisely plan for the future.

Part IV, the fact that Boston as a way of life is such a large asset, confirms my own belief, and ties in with the fact that women do much to help determine the new plant locations of their executive husbands, based on their knowledge of what constitutes a good place to live.

JOHN B. HYNES
Mayor of Boston



HOW BOSTON GOT ITS NAME

It is said that Boston, England furnished more worthy citizens to the great work of colonizing America than any other part of England. There has always been a firm bond between that city and Boston, Massachusetts. The "Old Stump" of St. Botolph's Cathedral, pictured above, is one of England's most beautiful church towers, and its tallest. It is fitting that this sketch should precede the other pictures of this book, just as pioneers from Boston, England led in the development of America.

Boston is a word corruptly originating from "Botolph's Town" which was so called because of the wandering Saxon monk Botolph, the saint of seafaring men. Legend has it that he came to the town then called Icanhoe, Lincolnshire, England, and founded a priory about 654. He absorbed the identity of the town so completely, that as early as 1270 it was referred to as "Botolfston". Many relics and souvenirs of Old Boston exist in the newer Boston, such as gifts in Christ Church, King's Chapel, City Hall, the Public Library and other places.

BOSTON . . . *America's Home Port*

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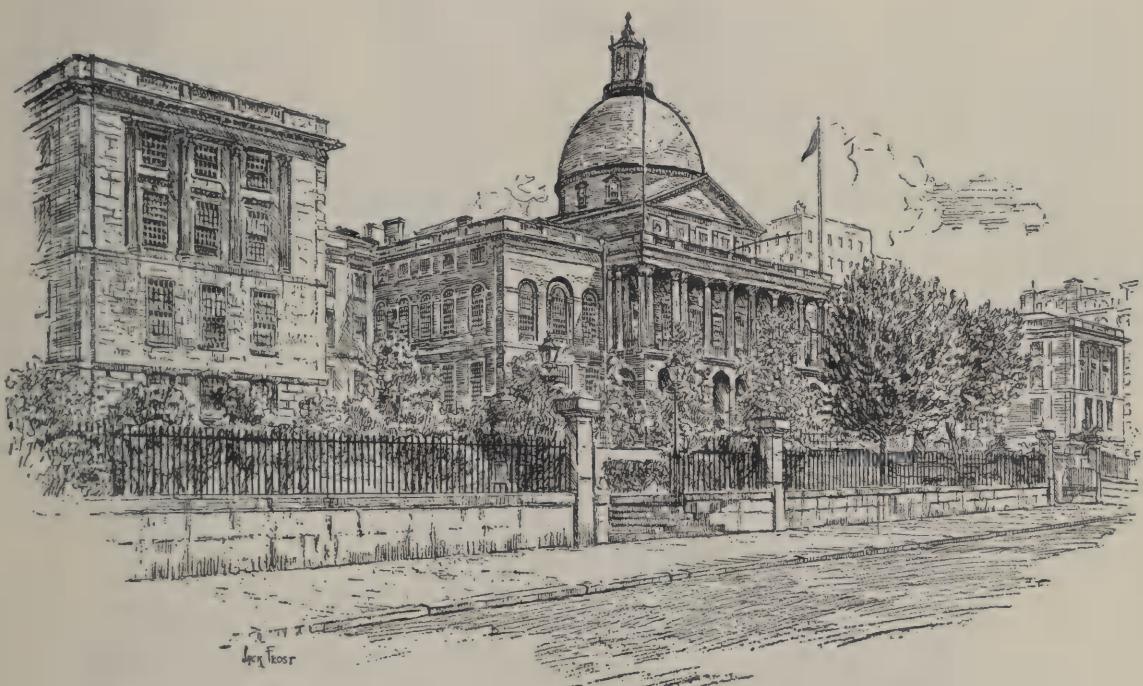
*Bostonians "up-periscope" and work together on
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THE NEW STATE HOUSE, 1795

The historic State House on Beacon Hill was designed by Charles Bulfinch, the first great American architect. The "Bulfinch Front" is still seen in brick.

The cornerstone was laid July 4, 1795 by Governor Samuel Adams, assisted by Paul Revere. The original stone was drawn to the spot by fifteen white horses representing the number of States of the Union at that time.

Paul Revere rolled and made the copper with which the dome was covered. In 1872, the Dome was reinforced and painted with the traditional gold leaf.

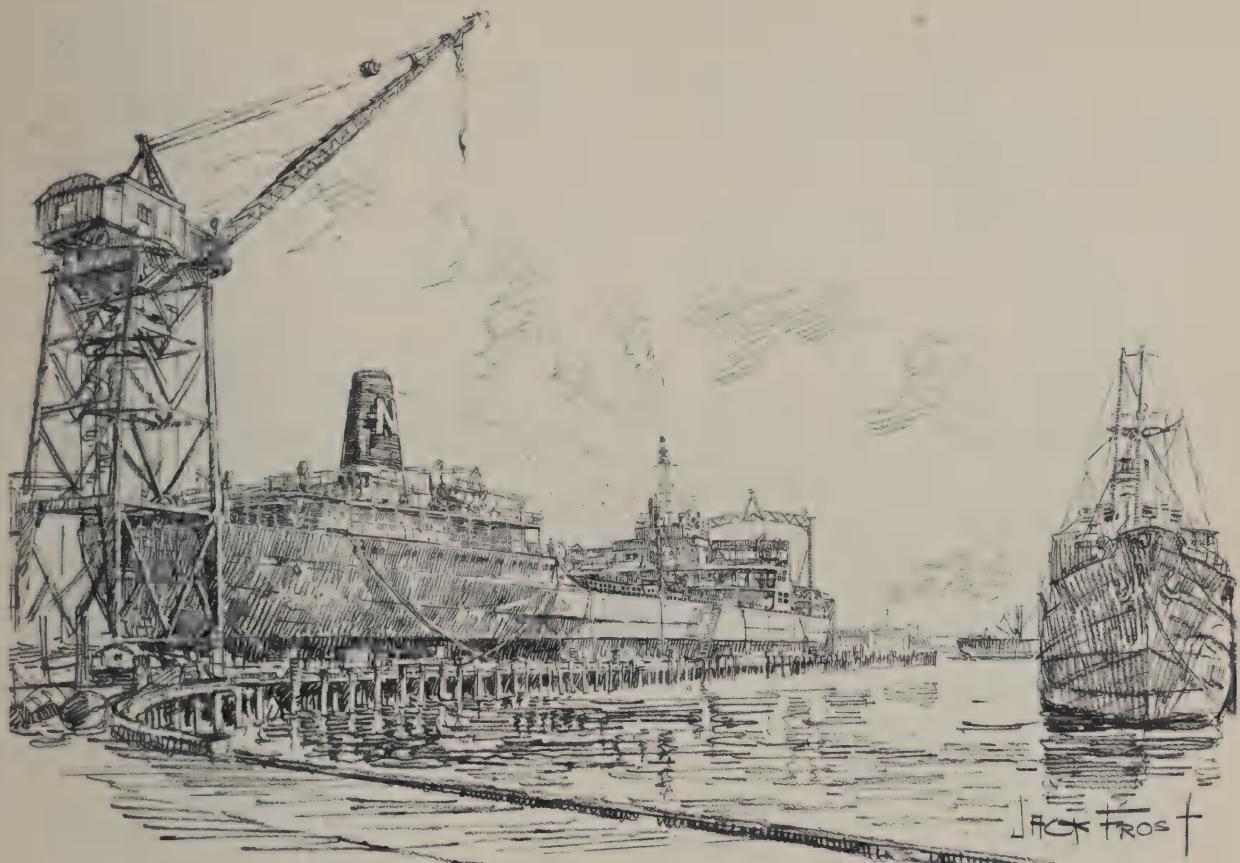
The Senate sat in what is now known as the Reception Room and the House of Representatives met across the corridor. In 1895 the House moved to its present location in the new Hall in the State House extension.

When the General Court convened in 1898, the Senate occupied for the first time the Chamber in the Bulfinch building which it has used ever since.



AN OLD LADY KEEPS THE WATCH

As proud as the days when she sailed the Bounding Main, an admiral's pennant flying from her foretrucks, the U. S. S. Constitution silently keeps the watch as she gently rises and falls with the harbor tides. Still a commissioned vessel of the navy, she is tied up at the U. S. Naval Shipyard in Charlestown. Her proud prow, which never ran from enemy vessels, faces ever outward across the harbor waters towards the same seas where she fought and won some of her most glorious victories. An historic naval shrine, she is open for visits by the public. Bunker Hill Monument raises its great granite shaft in the background as if to say, "Because of what we represent, Democracy will ever be the goal of all Americans."

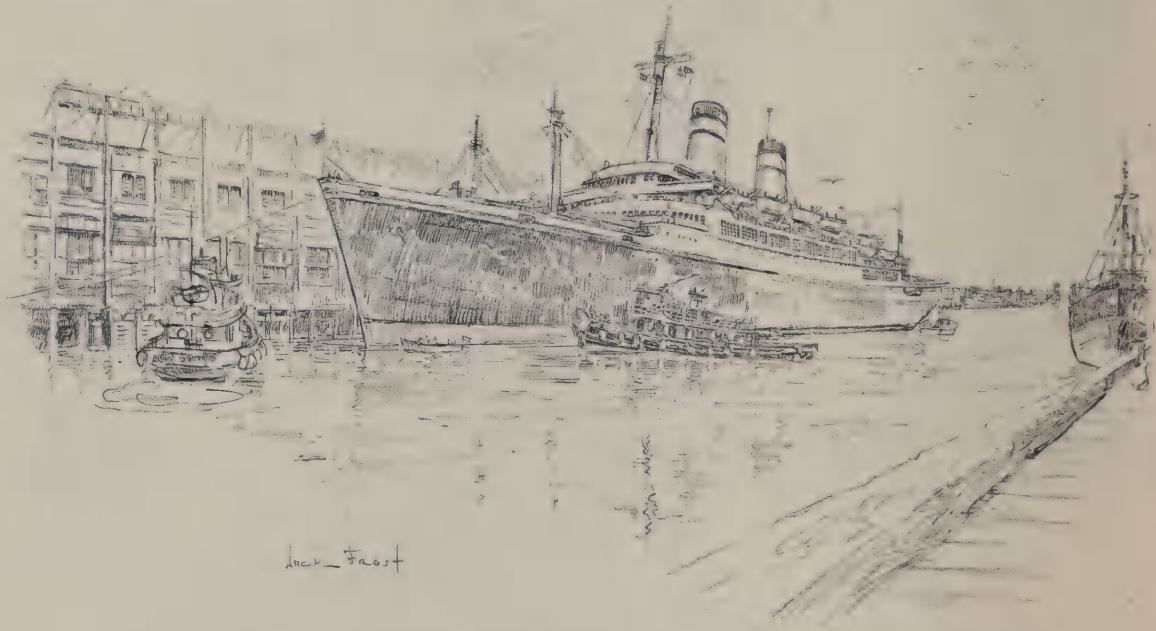


WORLD GLORY, LARGEST NON-PASSENGER SHIP IN THE WORLD

Sketched while being outfitted at the Bethlehem Steel Company's East Boston Yard is *World Glory*, "The Queen of the United States Tankers," built at Bethlehem's Fore River Yard in Quincy. It cost \$10,000,000 and is the largest non-passenger ship in the world. *World Glory* is owned by World Tankers Co., Inc., which is controlled by Greece's Stavros Spiros Niarchos, owner of one of the largest tanker fleets in the world. His quarters aboard are said to have cost \$100,000. The 736½ foot, 45,000-ton ship has a draft of 37 feet, 6 inches, 2 inches more than the Queen Mary when it was in Boston Harbor during World War II. Its 22½ feet diameter propeller is the largest ever cast in one piece in the United States. The freighter at the right, dwarfed by "The Queen" is the Elisabeth Nielsen, tied up at Boston and Albany pier No. 3 where the drawing was made.

Niarchos intends *World Glory* for use on a regular run from the United States to the Persian Gulf. Greek Captain Andrew Giakoumis who will skipper the run with a crew of 46 is the third generation of his family to become a captain.

World Glory will soon be back in Boston Harbor . . . and often . . . because in 1953 the Port received foreign petroleum in the weight of *six trillion, two hundred and ninety-one million and six hundred thousand pounds*. This ship, carrying the equivalent of fourteen miles of railroad tank cars, will help dominate seaborne commerce as did Donald McKay's Speedy Clipper Ships out of Boston in old sailing days. The first of these handsome craft was built in McKay's Shipyard within a few blocks of the present Boston and Albany pier.



MASSACHUSETTS-MADE, BY MASSACHUSETTS MEN

The *S.S. Independence* of the American Export Lines, luxury liner par excellence, prepares to sail from Commonwealth Pier, South Boston, with members of a pilgrimage to Ireland and the Continent led by the Most Reverend Archbishop Richard J. Cushing of Boston.

This proud ship, which plies in the Mediterranean trade route, was Quincy-built by Massachusetts men at the Fore River plant of the Bethlehem Steel Company. Boston's De-Mambro Sound Equipment Company was among the local sub-contractors. Hundreds of shipbuilders and fitters, precision engineers, marine architects and others joined to make her launching, as well as that of her sister ship, the *S. S. Constitution* among the most memorable in Massachusetts maritime annals.

On her runs to Boston as well as those of her sister ship, Commonwealth Pier in South Boston has been the pier assignment for these luxurious vessels. One of the finest passenger and cargo terminals on the North Atlantic, the pier has played host to such mighty monarchs of the seas as the *Nieuw Amsterdam*, *Ile de France*, the *Queen Mary* and *Queen Elizabeth*, as well as that proud and distinguished battle heroine of World War II, the battleship *Missouri*—Big Mo.

In addition to being an important adjunct of the port's fine facilities, Commonwealth Pier houses the offices of the Port of Boston Commission, the group which administers and operates the Port of Boston.



THE PRIDE OF THE DUTCH COMES TO CALL

The S.S. Nieuw Amsterdam, lovely aristocrat of the sea, snuggles tightly against Commonwealth Pier in South Boston. A veritable floating city, she was boarding members of the pilgrimage led by Bishop Jeremiah F. Minihan to Roman Catholic shrines in Ireland and on the Continent (including, of course, the Eternal City) when the picture was sketched from the adjacent famed Boston Fish Pier.

The tug in the drawing is part of the fleet of 9 modern, powerful, Diesel and Diesel-electric tugs of the Boston Tow Boat Company, a subsidiary of Eastern Gas and Fuel Associates. Boston Tow Boat Company's fleet provides towing facilities in the Port of Boston adequate for any shipping need.

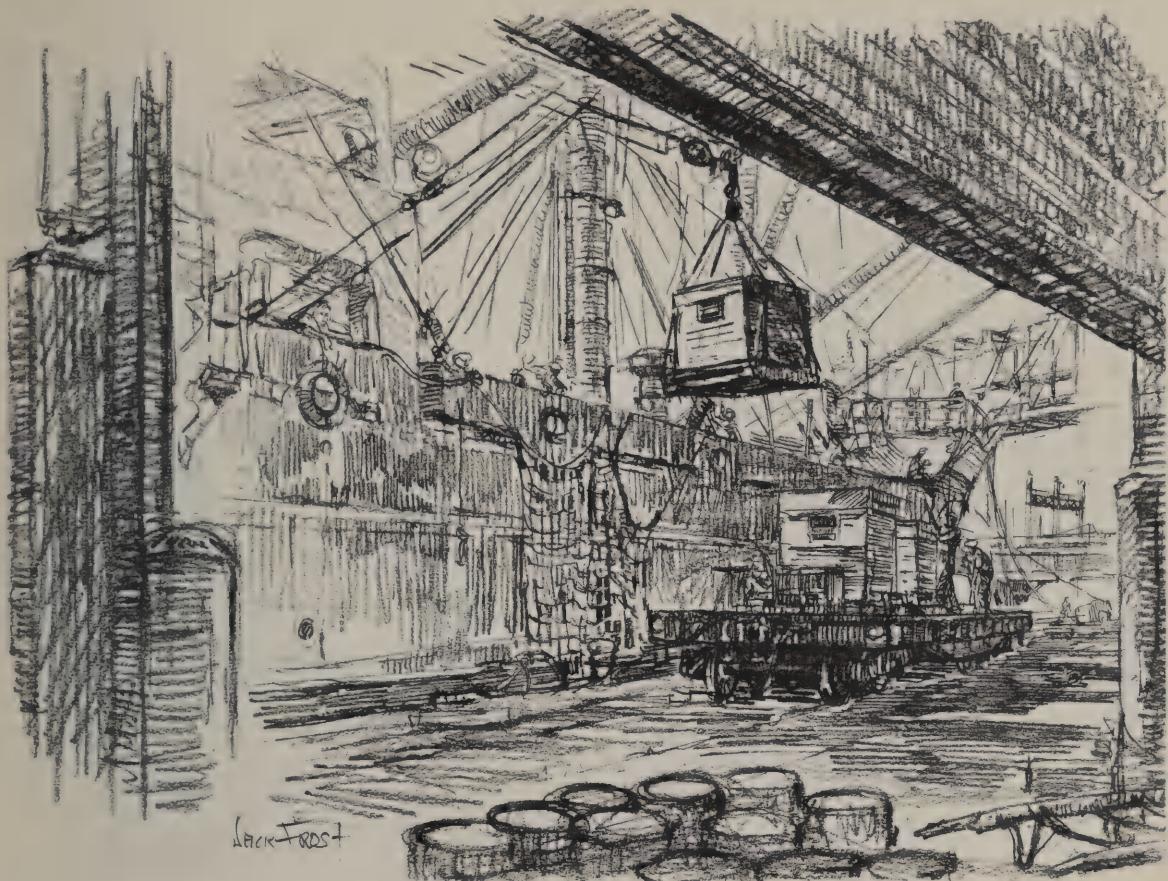
The Nieuw Amsterdam's association with the romance of far places reminds that Boston is the nearest major port to Europe, Africa and east coast ports of South America.



A ROAMING LADY MAKES PORT

A few hours before the sketch was begun the S. S. *Alcoa Roamer* of the Alcoa Steamship Company had come up Boston Harbor laden with the rich cargoes of the Caribbean. Now, as her holds empty, she will soon begin the task of loading the hundreds of tons of New England-manufactured merchandise, so urgently needed in the Caribbean area. The latest in the long line of steamship companies to use the Gateway to New England, the Alcoa Steamship Company serves the Port of Boston and the entire six-state area on a regular schedule.

Docked at the ultra-modern Mystic terminals in Charlestown, which are leased to and operated by the Mystic Terminal Company of the Boston and Maine Railroad, the stern section of the ship points almost directly across the harbor to the site of the once bustling shipyards of Donald McKay. Here Donald McKay built the world-famed Clipper ships, fastest of the era and which raced to all corners of the world carrying New England's industrial goods and craftsmanship. The Mystic terminals, located at a point near where the Mystic River empties into Boston Harbor, is the destination for many oceangoing ships and is capable of handling some of the world's largest vessels.



FROM WORCESTER — TO BOSTON — TO THE WORLD

From Worcester — To Boston — To the World goes the 11,400 pounds of grinding stone shown suspended in air above a foreign freighter at Mystic Terminal. It is one of the units comprising more than 4,000 net tons shipped through the Port of Boston this year, by Norton Behr-Manning Overseas, Inc.

Through such firms as Norton Co., Worcester has helped New England to retain its title as leader of the Nation in the Precision Engineering Field.

In baseball it might have been "From Evers to Tinker—To Chance," but in modern day shipping, Boston is the sound, swift and economical pivot for almost any combination of shipments that could logically go this way. Norton Company admittedly saves scores of thousands of dollars using the Boston Gateway.

One reason was demonstrated by the truck which deposited hundreds of nail kegs in the foreground of the picture, while the flat car and ship were being sketched. These various transportation media meet as one beneath the vignette of Mystic River Bridge in the background, offering in turn ten-minute access to nearby Logan International Airport. A saving of time and labor.

The kegs also remind that Boston's water-front warehousing is so plentiful and effectual one never sees wharves and docks themselves strewn with cargo, which instead rolls out of neat storage to loading points as needed.



VISITOR FROM "FAIRY TALE LAND" RUBS PROWS WITH OUR FISHING FLEET

A Great Dane, her sleek sides bulging with the rich cargoes of the Far East, is the Danish motorship *Sally Maersk*. She lies warped haughtily against Commonwealth Pier in South Boston as longshoremen remove the fabulous offerings from the ports of Bangkok, Hong Kong, Keelung, Iloilo, Manila, and other ports of the opulent Orient. A Maersk Line Ship, she and others of her type maintain fortnightly service to and from the Far East. The Sprague Steamship Company is the New England agent for the line.

In friendly tone the *Sally* surveys the smaller tenants of the Boston Fish Pier, haven of our romantic North Atlantic fishing fleet. Tho' only a handful of the usual scores of fishermen was at the pier on the day the sketch was made, several saluted their Scandinavian neighbor. It was hard to tell whether this was to invite the usual offer of Danish hospitality in the form of cheese and beer, or because of their common lot: ours is America's largest fishing fleet, and the *Sally Maersk* belongs to one of the largest ship-owners in all Scandinavia. Or maybe it was the romance they both reflect: the one because Fishing still stirs the imagination: the other because our Danish visitor was built in Odense, Denmark, native town of Hans Christian Andersen, born in 1805, who wrote the beloved fairy tales. A detailed sketch of Fish Pier activity is shown in part II of this book.



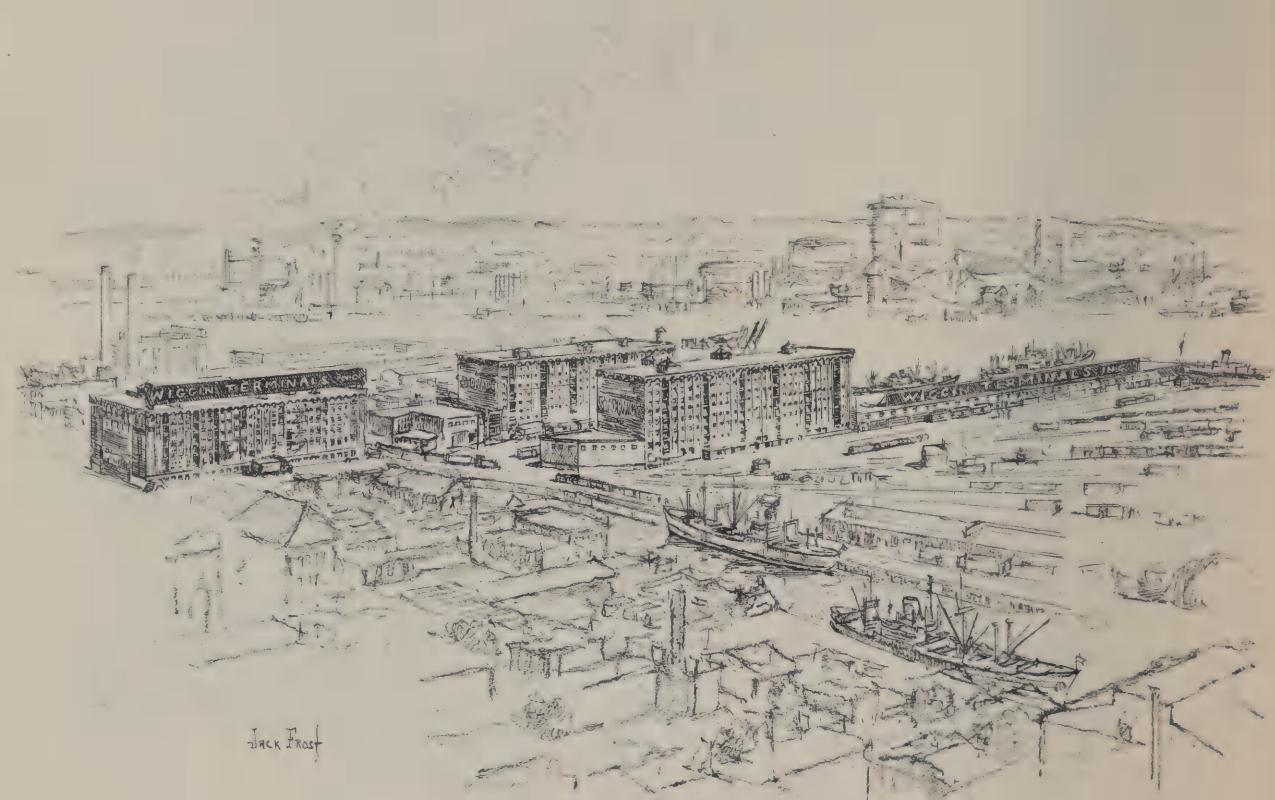
USCG WEATHER SHIP AND ARMY BASE PIER

The Duane, United States Coast Guard weather ship is shown tied near a Castle Island lumber shed of Wiggin Terminals, with the South Boston Army Base Pier in the background on the other side of the Reserved Channel. Five cargo ships are sketched alongside the 4,151 feet long and 300 feet wide pier, including the Ranger, the Robin Wentley and the Charles Dickens. Though some of these five are of foreign register, many similar local ships sail the seas out of Boston.

Mystic Steamship Division of Eastern Gas and Fuel Associates, for instance, operates the largest collier fleet in the United States, making about 250 voyages to the Port of Boston annually. In addition to coal, these carriers transport iron ore, sulphur, phosphate rock, bauxite and other bulk cargoes coastwise and overseas.

Nine large ocean steamships may be berthed at the Army Base Pier at the same time, and loaded directly by truck, or from cars on the New York, New Haven, and Hartford Railroad tracks which extend the entire length of the terminal.

Savings in coastwise shipping time offered by such excellent facilities as those found at the Army Base, are estimated at from \$800 to \$1,600 per round trip on coastwise shipping compared with other major ports on the Atlantic Coast.



NO LIGHTERAGE REQUIRED AT WIGGIN WHICH OFFERS DOCKSIDE WAREHOUSING AND FUMIGATION

Among the reasons why Boston can save shippers half a day to a day in handling, storing, or transferring cargoes is Wiggin Terminals, Inc. on Terminal street in Charlestown. Right on the main ship channel of Boston harbor, Wiggin facilities include direct rail connections to all points, North, West and South, with sidings up to 50-car capacity; modern warehouse space of a half-million square feet, with sprinkler-protected pier-shed of additional 100,000 square feet. The three Wiggin plants, sketched from Bunker Hill, operate as one unit under one master control, offering every storage, distribution and fumigation advantage for all types of raw materials and manufactured goods. For instance, the plants have a capacity for 2,000 bales of cotton a day, and being strategically located within the shadow of Mystic River Bridge, smooth and rapid trucking operation is assured.

Two million board feet of lumber can be handled daily, at Wiggin's Castle Island lumber terminal with its 35 acres of hard surface open storage and large shed space.

WORLD TRADE CENTER, FRAMED BY CANADIAN CRUISER



BOSTON "TEA PARTY", CURRENT STYLE—WITHIN VIEW OF
SHERATON BUILDING HOME OF BOSTON'S
NEW "WORLD TRADE CENTER"

Beyond the Sheraton building home of Boston's new World Trade Center and in direct line with it and the sailor on deck in this sketch was Griffin's Wharf, scene in 1773 of the celebrated Boston Tea Party.

The taller building, framed by the mast and smoking stack of HMCS Quebec, is the U. S. Government customs house inviting the foreign trade which colonial "indians" once dropped oversides.

The Canadian Cruiser shown, E. W. Finch Noyes, Captain, accompanied by sister ships Iroquois and Huron recently held a combined tea party—current style—at Commonwealth Pier #5 from the roof of which the sketch was made. Thousands of visitors, including notables, enjoyed the hospitality of our northern neighbors.

Few of these Bostonians, nor perhaps any of the 1,000 Canadian crew members realized that the simple sign which marks the other historic party is far from the well-known "Tee-Wharf", so named because of its one-time shape, not for the dramatic milestone in America's Freedom Trails.

AUXILIARY HARBORS



WEYMOUTH FORE RIVER

Among Boston's auxiliary harbors, along with famous Gloucester and picturesque Hingham harbors shown on the next page, is Weymouth Fore River. Noted for the Bethlehem Shipyard, this vicinity is also the home of Procter and Gamble in New England and of Boston Edison's "Edgar plant." Fuel for the latter was discharged at Weymouth dock by Sprague Steamship Company's bulk carrier "Penobscot" while the sketch was being made from the Fore River bridge, a bascule bridge familiar to motorists en route to the South Shore, Route 3A.

The Penobscot, A. J. Herland, Captain, is one of many Sprague ships engaged in trade throughout the world. The company is one of the oldest coastwise services, and has assisted parent C. H. Sprague & Son Company to become the largest exporter of bituminous coal in the United States. C. H. Sprague & Son Co. has sales offices in eleven major cities outside its home port of Boston where the firm began in 1870. The company has docks in Brooklyn, Providence, Boston, Portsmouth, Bucksport, and Searsport, and has arrangements for discharging coal in Portland and New Haven. Its subsidiary, C. H. Sprague & Son; (Canada) Ltd. has offices in Montreal.

Sprague companies have actively promoted New England through their own advertising, a step that has also been taken by the New England Electric System.



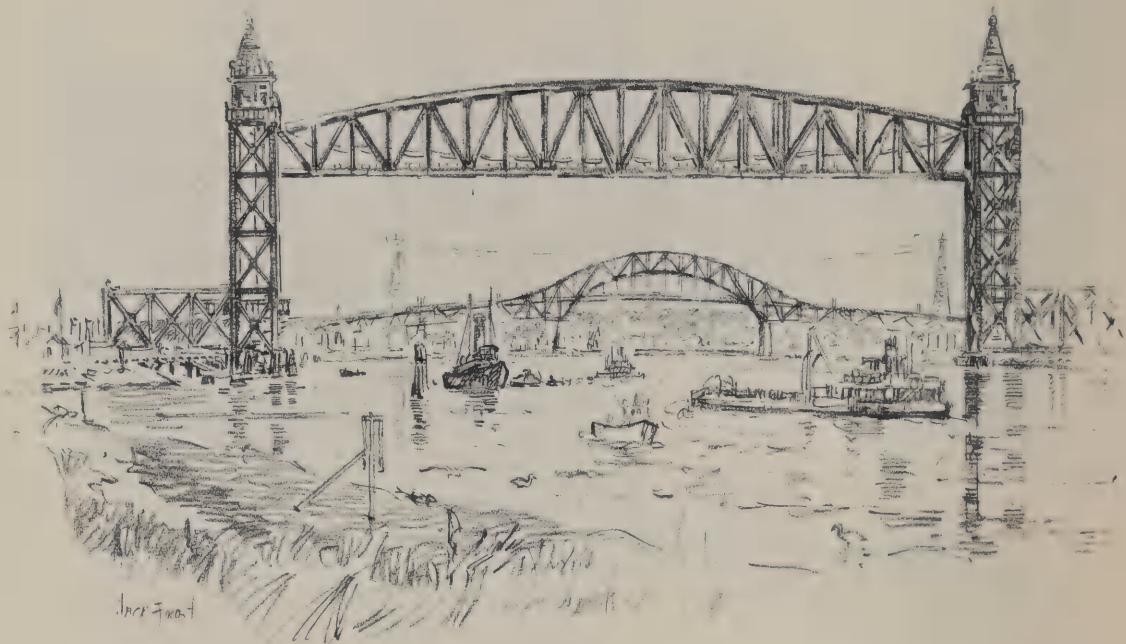
GLoucester Harbor During "BLESSING OF THE FLEET"



HINCHAM HARBOR FROM OTIS HILL

JACK FROST

CAPE COD CANAL



ELEVATOR BRIDGE

One of the most interesting views of the Bourne Bridge across the Cape Cod Canal is through the frame provided by the Railroad Bridge as seen from the road leading from the State pier. Someone looked at the sketch and said it was reminiscent of the English Thames. It is a busy nautical thoroughfare, constantly spotted with craft of all kinds, and while the sketch was being done at least twenty boats went by, some barges, some pleasure craft. In fact the water traffic is so much greater than that by rail that this bridge, whose towers vaguely recall the famous London Bridge towers, was built to stay put for boats and to "draw down" for trains.

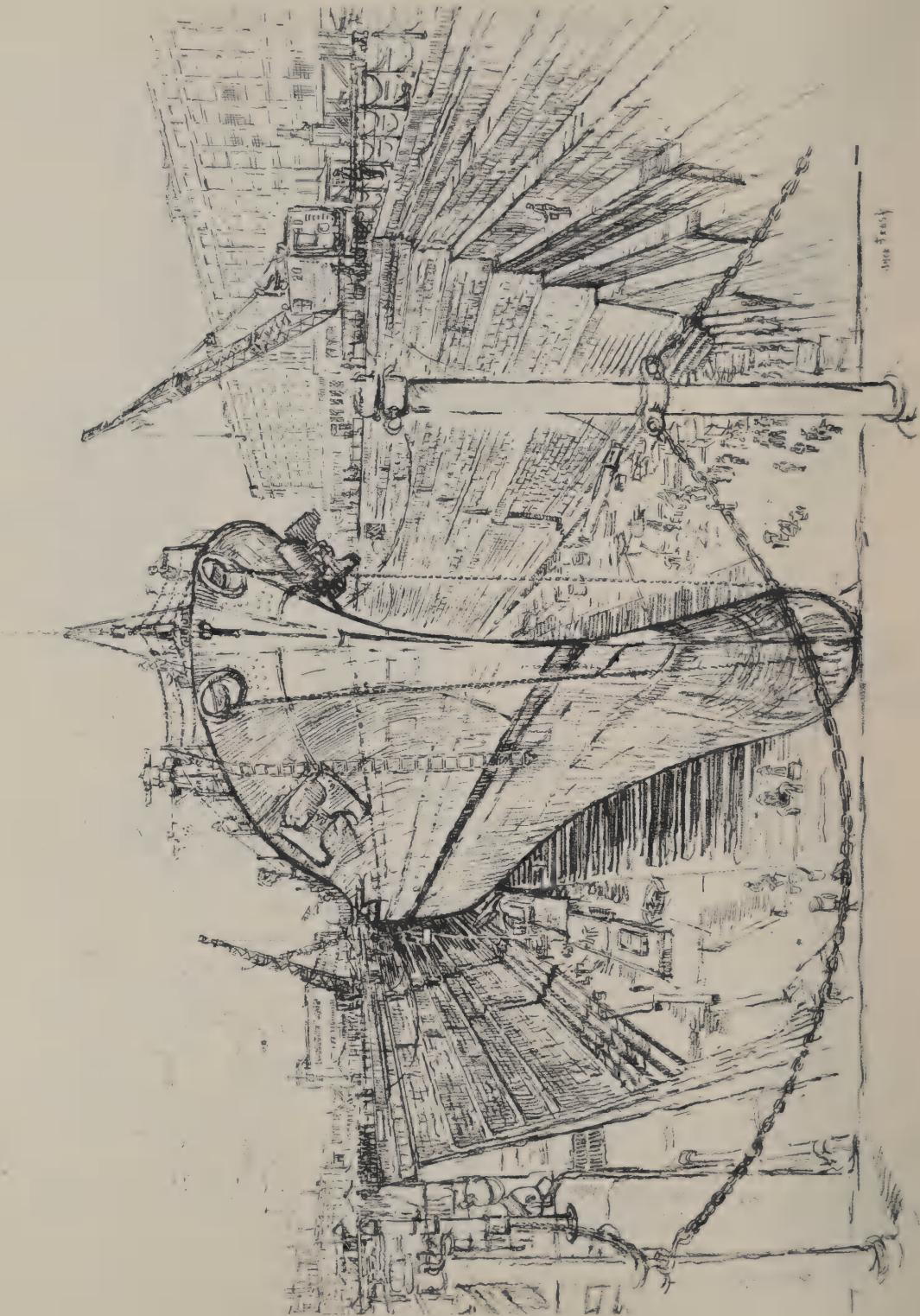
The bridge is just a giant elevator, and as such must be one of the largest in the world. It is certainly a striking bit of engineering, and with its trusses and struts in semi-silhouette against the September sky resembles a deeply bitten plate of the late etcher, Joseph Pennell. Visitors are amazed and stand fascinated when watching the gaunt, elongated trestle portion of the bridge descend slowly and gracefully from the mooring towers in answer to the toots of chugging Cape trains or sleek new Buddliners. Although the use of this type of bridge rather than the conventional drawbridge is new to most visitors, there are other similar bridges. The bridge tender must be the envy of Bourne boyhood, for any child would give his life to have such a fascinating giant-sized toy to play with.

NAVAL AND SHIPBUILDING



THE BIG GUNS

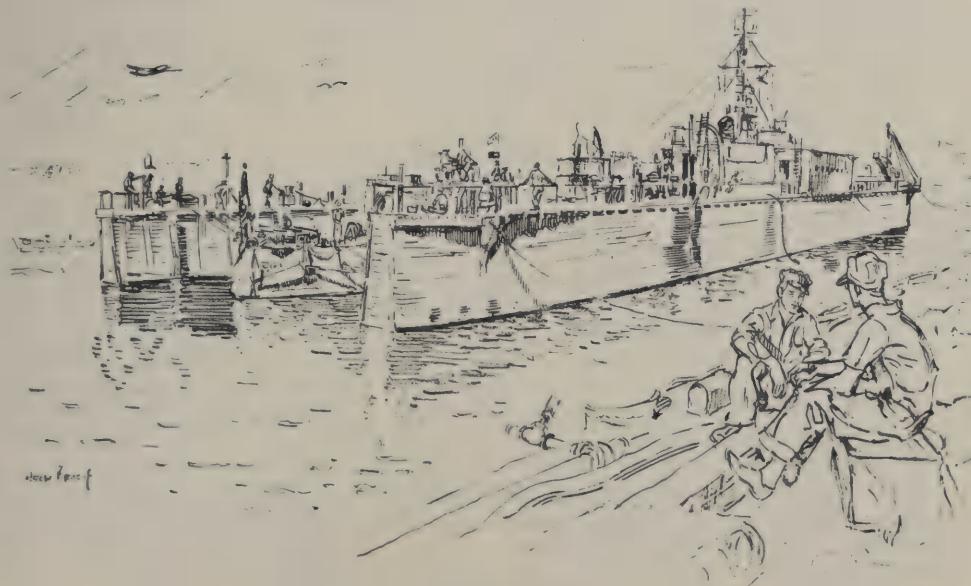
LARGEST DRYDOCK ON ATLANTIC SEABOARD IS #3 AT SOUTH BOSTON ANNEX BOSTON NAVAL SHIPYARD, BUILT BY THE COMMONWEALTH TO ACCOMMODATE THE LEVIATHAN



SCENES OF THE FLOATING DRYDOCK



SCRAPING THE HULL



TIME OUT FOR LUNCH

SEAPORT HISTORICAL



Beneath this sketch of BOSTON'S OUTER HARBOR, sketched from the old fort at the end of Long Island, let us sum up some of the advantages illustrated, ending with the nearness to the romantic ports suggested by the incoming ships.

The New Port of Boston offers substantial and immediate savings.

1. Frequent steamship service to and from major World Ports by more than 100 steamship lines.
2. All new or completely modernized pier facilities.
3. Economic, expeditious and efficient cargo handling.
4. Fast, effective cargo transfer direct from ship to rail or truck. No lighterage required.
5. Excellent rail and truck connections to any point in the United States and Canada.
6. Modern access roads from waterfront terminals to super highways.
7. Dockside warehouse and fumigation facilities.
8. Deep water industrial waterfront sites.
9. An experienced and versatile labor force.
10. Nearest major port to Europe, Africa and east coast ports of South America.



(Inset)

"DEBUNKING" THE STORY OF NIX'S MATE

According to the story, Nix was a sea captain who was murdered aboard his own ship. His mate was accused of the crime and sentenced to hang. Before being executed, this unfortunate man protested his innocence, and then—in a prophetic mood—declared that if he died, the whole island would disappear. Today it is only 64 feet long and 31 feet wide.

However, it is a matter of record that no man was ever hanged on Nix's Mate, although the bodies of a number of criminals were displayed there as a warning to pirates.



INNER HARBOR

Fast—Modern—Efficient—Is the Port of Boston. Nature gave the Hub City of New England her excellent harbor with a straight, deep-water channel leading directly to the open sea less than seven miles distant. New England ingenuity constructed her modern terminals and warehouses while world-famed Massachusetts builders launched many of the swift vessels which daily ply in and out of her roadsteads.

In this sketch, done from the roof of the Long Island Hospital, a tanker works her way downstream after discharging at the immense oil farms in the Chelsea area; a general cargo ship lumbers steadily inward soon to be snared by snorting, puffing tugboats and warped into a berth. The Nantasket excursion vessel dances up the bay towards an Atlantic Avenue slip. That's the Mystic River Bridge, key to the City's magnificent arterial highway system in the background.



"EAGLE HILL," HOME OF DONALD McKAY, BUILDER OF CLIPPER SHIPS

It is snug and direct; but the house which Donald McKay built on White Street in East Boston, and called "Eagle Hill," reminds us but little of such clipper ship masterpieces as his Flying Cloud, on long voyages the fastest American ship under sail, or of his ill-fated Great Republic, a wonder ship which earned \$1000 in York shillings from the public at its unveiling to begin "Sailors' Snug Harbor" of Boston.

Much has been written of McKay, but James A. Farrell, President of United States Steel Corporation in 1927, summed it up in these words from India House in New York; "Men have since designed and constructed vast and wonderful fabrics for seafaring, but none of these masterminds in the fields of mechanics and engineering looms so large in the records of shipbuilding as that of East Boston shipbuilder Donald McKay. His genius, his ships, and the romantic age in which they played so large a part, will command the wistful admiration of men for all time." Mr. Farrell's words were written for Putnam's book on McKay by Richard Cornelius McKay, "Some Famous Sailing Ships and their Builder, Donald McKay".

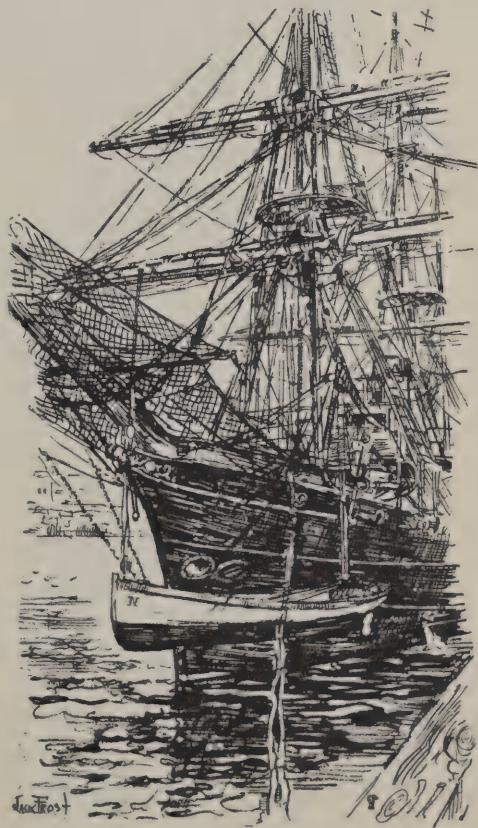
"SEA CAPTAINS' ROW
ON CHELSEA WATERFRONT



OLD TRAINING SHIP "NANTUCKET"

One time training ship of the Massachusetts Maritime Academy at Buzzards Bay is the barkentine Nantucket, now at King's Point, New York . . . a museum piece. Built of iron as the bark rigged U. S. S. Ranger, the Nantucket came to Massachusetts in 1909 as a "floating school."

Many a youngster aboard the historic ship was schooled for service in the United States Navy or Merchant Marine, and can thank her today for the spiritual and physical well being that goes with the call of the sea. Perhaps some "Sea Captains' Row" in a fashionable Boston suburb now being built in the current expansion program, will be the snug harbor at retirement of the men who trained aboard this ship or its present successor the Charleston.



LOGAN INTERNATIONAL AIRPORT FROM CONTROL TOWER



THE AIRPORT

THINGS ARE REALLY "ZOOMING" AT LOGAN INTERNATIONAL AIRPORT

By EDWARD H. McGRATH

State Commissioner of Airport Management

Within slightly more than three decades, Logan International Airport has flourished from an inauspicious beginning as a 189-acre cinder patch to a leading air capital accommodating more than a million and a half passengers annually.

Logan International, following a tremendous expansion program in the 1940's, now measures 2,000 acres. Much of this miracle of engineering was accomplished by sucking mud and silt—40 million cubic yards of it—from the floor of Boston Harbor. Onto this created land were erected terminal facilities that were ideally designed for the comfort and convenience of air passengers. A long wide series of runways were augmented with the latest in air navigation aids, earning Logan the reputation of being "the world's safest airport."

Guiding the course of its development is the State Airport Management Board, a body of five unpaid business and professional leaders who took over a deficit-ridden operation in 1948. Their collective acumen is responsible for an annual surplus over operating and maintenance costs of close to thirty per cent. For the fiscal year ending June 30, 1955, for example, the S.A.M.B. reported earned income at Logan of \$1,068,049. Operating and maintenance costs during the period were exceeded by \$285,179.

The current expansion and improvement program finds the new \$2,500,000 hangar being used by American Airlines, the \$850,000 control tower near completion and hundreds of new parking spaces installed. To say that things at logan are "zooming" is more than speaking in the vernacular.

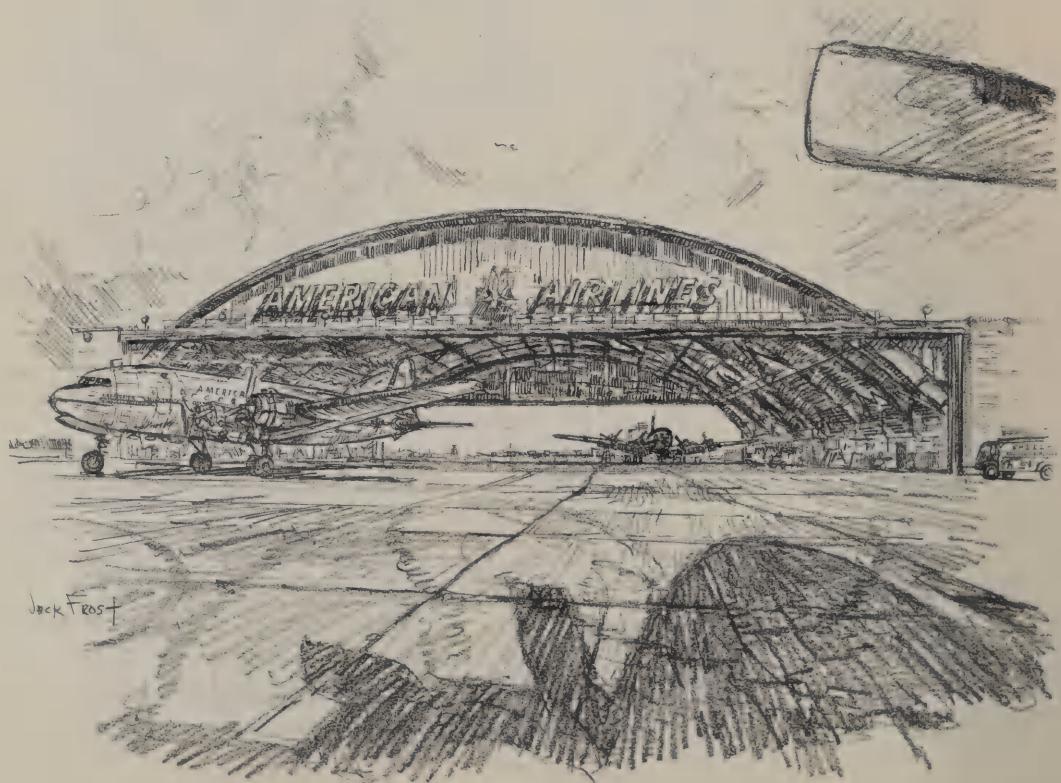
Air freight plays an important role at this unique airport, wherein it is possible to make both international and domestic connections on the one field. Air shipments handled at Logan during the fiscal year 1955 totaled 29,649,546 pounds. Individual months in this category have occasionally shown increases amounting to 100 per cent or better over comparable months in the preceding year.

The nature of the decentralized-type terminal at Logan International Airport is an advantage enjoyed at few of the world's airports.

It houses under one roof all domestic and international scheduled air services, consequently eliminating all inconvenient, expensive and time-consuming airport-to-airport transfer. A few yards from the spot where a passenger may deplane, he finds a wide divergence of ground transportation facilities to speed him to his ultimate destination. There is even a bus to the nearby MTA airport station.

This terminal is often described as a city under one roof—and it is exactly that. Here may be found three restaurants, two lounge bars, a barber shop, florist shop, telegraph office, bank, express office, periodicals stand, medical office, insurance centers, a chapel, parking lots, bus, taxi, limousine and car rental service . . . even a shop where live, native lobsters are especially packed in carry-on kits for flights anywhere in the country. These facilities are in addition to the operational quarters and lobbies of thirteen passenger airlines, State Police, the U. S. Weather Bureau and other State and Federal offices.

Moreover, Logan is no more than eight to ten minutes travel from other important connecting transportation service in the downtown Boston area. Time is saved for overseas travelers in customs at Logan; for the set-up in the International Section is so efficient that passengers are cleared nearly as swiftly as are domestic travelers. If time is valuable, Logan is every man's goldmine.





THE WORLD'S FIRST AIRPORT CHAPEL

East Boston's Logan International airport is graced by the first airport chapel in the world.

The chapel of Our Lady of the Airways located at Gate 11 of the main terminal building was dedicated by Archbishop Cushing on January 20, 1952.

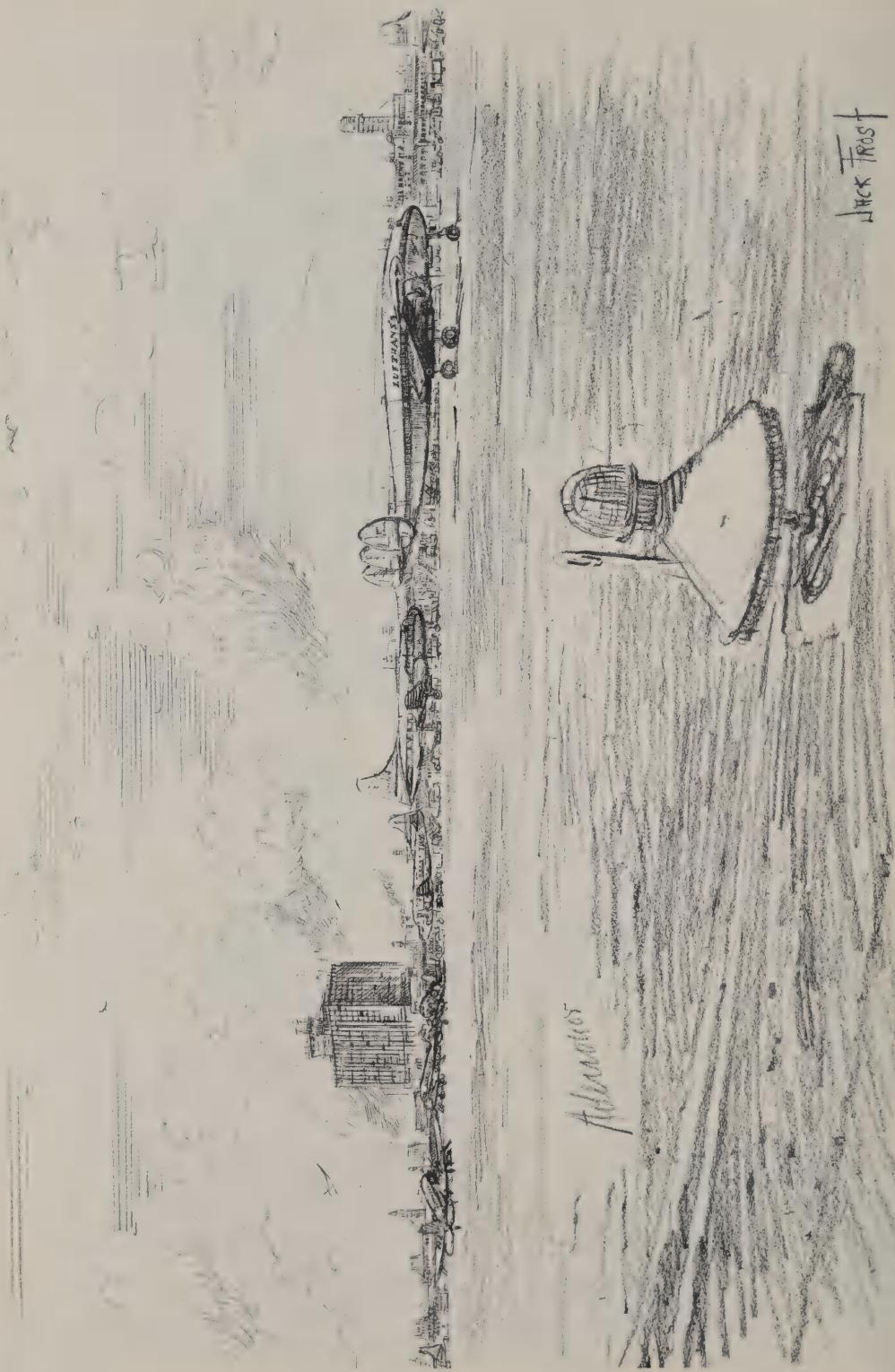
This refuge offers a solemn "hushed" atmosphere surpassed by few Cathedrals or rural churches. Paradoxically the chapel designed by architects Maginnis & Walsh and the appointments by the Rambush Decorating Co. are most modern.

The central structural column that backs the altar is tapered to suggest airplane wings or fuselage.

The Our Lady of the Airways statue which impends from it is impressionistic rather than an academic depiction.

ADENAUER'S PLANE AT LOGAN INTERNATIONAL AIRPORT

This sketch was made while Chancellor Adenauer of Germany was being honored at Harvard University in Cambridge. The Constellation awaiting him is shown in the international section of Logan International Airport. The signature of this statesman-humanitarian is at the left of the sketch.





FIRST IN NEW ENGLAND SKIES

Northeast Airlines is a New England institution which has widened its field of service beyond the confines of the six-State area to become one of the links between New England and the great metropolitan cities of New York and Montreal.

In 1933, the Boston and Maine and Maine Central Railroads, led by men like Philip M. Payson, Edward S. French, and Arthur Nichols, determined to start passenger air service north of Boston. Represented by the well known Larry Whittemore, they sought an experienced and capable group to do the flying.

The services of Amelia Earhart, the outstanding woman exponent of flying of the day, and of Sam Solomon, a pioneer airport operator in Washington, were enlisted in the new flying venture.

With two veteran Stinson tri-motored airplanes and experienced pilot and maintenance personnel recruited from Ludington Lines, air passenger service was started on August 11, 1933, the company being known as Boston-Maine Airways. Central Vermont Airways, managed by the same group, was later annexed, and in 1940 the company's name was changed to "Northeast Airlines, Inc."

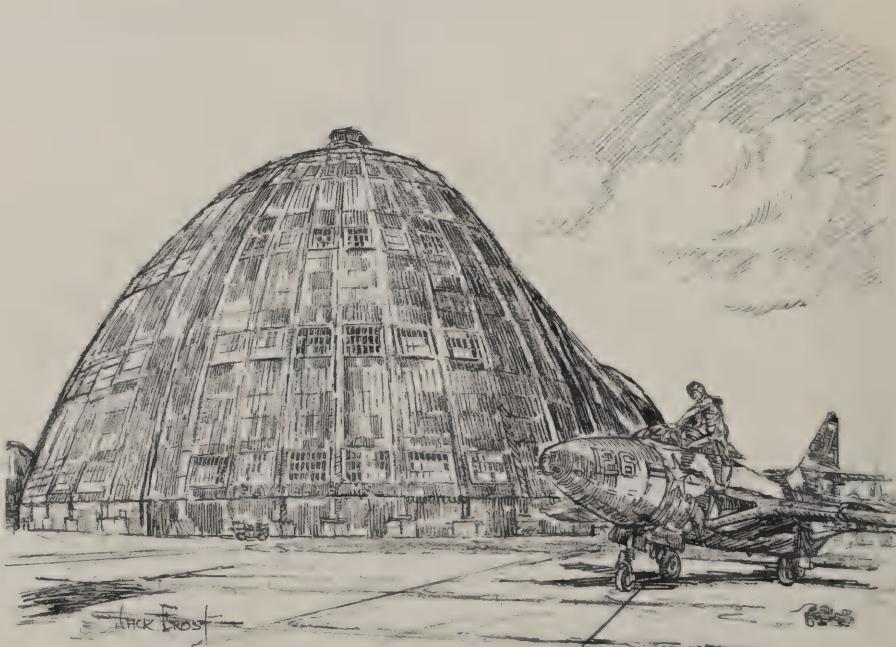
Today, modern Convair Liners are used, each carrying 40 people and a crew of four, and cruising at 300 miles per hour.

As always, mindful of its responsibility for New England service and convinced that self-sufficiency lies in the direction of expansion, Northeast Airlines has asked the Civil Aeronautics Board for authority to extend its routes to Washington and to Florida.

AUXILIARY AIRPORTS



BEDFORD AIRPORT (LAURENCE G. HANSCOM FIELD)



DIRIGIBLE HANGAR AND JET AT NAVAL AIR BASE, WEYMOUTH
Auxiliary airports at Norwood and Beverly, not shown, are within 16 miles of Boston. As close as most major airports are to cities they serve.

LANDPORT

CONNECTING LINKS

By JOHN A. VOLPE

*Commissioner of Public Works
Commonwealth of Massachusetts*

At the present stage of highway development in and around the Hub, it is difficult for the ordinary viewer, who sees merely a segment of a given traffic facility, to appreciate how far advanced and integrated is the overall network which is already serving to make entry and exit from Boston of trucks and other vehicles at least 60 per cent easier than it was just a few years ago.

As far back as 1911, Massachusetts realized that if it was to stay strong and grow, it was essential that a highway network be designed to serve, not only Massachusetts, but make access to the State and its Capital city equally easy for neighboring states.

Then, as now, planners recognized that the core of the improvement program was Boston. At least seventy per cent of the traffic on Massachusetts highways has Boston as its origin or destination. To achieve its integrated network, Massachusetts, undertook in 1947, through the State's Public Works Department cooperating with the Federal Bureau of Public Roads, to devise a Master Plan for Metropolitan Boston. This plan, with some modifications and refinements, is the basis for the vast highway improvement program now going on. So far in the Metropolitan Boston area, the Commonwealth, through financing by bond issues, has spent more than \$100,000,000 in easing traffic congestion by means of expressways and circumferential highways. The heart of this program is in Boston itself, where the multi-million dollar Boston Central Artery is substantially on the way to completion. Already completed from the Mystic River Bridge to Fort Hill Square, this urban expressway is providing relief from traffic congestion for upward of 100,000 motorists a day, who now find that their travel time to and from work and home has been cut in some instances as much as four-fifths.

(Please turn to page 35)

CONNECTING LINKS AS SEEN FROM CUSTOMS HOUSE TOWER:

North Station, New Expressway, incline to Mystic River Bridge, part of Harbor near B & M grain elevator and Sumner Tunnel.



More significantly, from the standpoint of industrial and commercial development, this Central Artery and its adjacent express routes, serve all kinds of automotive travel, in that they are logically integrated with main trucking routes in and out of the State, with the Logan Airport, and the railroad lines serving the city. Still another favorable factor is that the new highways are so laid out that, around the fringes of the Metropolitan area, the suburban dweller finds that if he wishes, he may leave his car parked just off a major highway and continue his journey into the heart of the city by the rapid transit system. This, of course, not only allows for freer passage of other vehicles through the streets, but also substantially reduces the parking problem within the city.

An especially noteworthy element in the integration of the Massachusetts road network with other forms of transportation, is the fact that Boston is one of the few cities in the nation where the trip from the airport to the heart of the city takes only eight to ten minutes via modern expressway.

It is well to remember that the rejuvenation of Boston by means of new traffic facilities was not accomplished without considerable sacrifice and the great courage it took to almost literally tear out the heart of the city in order to save its life. But Bostonians being what they are, the reader may be assured that in the process none of Boston's unique charm was sacrificed. Rather, a new aesthetic dimension of a more contemporary nature was added.

With its improved transportation arteries, Boston and its port, unlike many other port cities throughout the world, is not traffic-wise, a deadend or a gateway to a bottleneck.



GATEWAY TO THE NORTHLAND, TO MODERN CARGO TRUCKING AND "DOORSTEP" DELIVERY

The Mystic River Bridge, a double-decked roadway of structural steel, spans an important waterway, and daily carries hundreds of trucks northward, the vans bulging with the raw materials lately loaded at Boston's teeming docks.

Southbound these same vehicles return heavily loaded with tons of products finished at famed New England industrial centers. It is of record that the bridge, a major link in Boston's modern arterial highway system, handles no less than 36,000 vehicles daily.

Modern access routes to Boston piers make the Port of Boston a speedy pickup and delivery station for truckers. The development of the new Route 2 east-west toll road, the circumferential Route 128 and other expressway roads bring the shippers' cargoes swiftly into the Boston area.

Here the Central Artery, the Mystic Bridge and the Sumner Tunnel integrate the transportation facilities of Boston in a manner difficult to duplicate. They carry trucks laden with imports and exports into the area of the waterfront, veritably "doorstep" delivery.

Today, commercial trucking in Massachusetts employs about 215,000 people. There are 110 "Class 1 Common Carriers" based in Massachusetts with seventeen based in Boston. Truckers are not compelled to employ public loaders, but may use their own personnel to load or unload their trucks.



A TANKER FILLS WITH GRAIN

The tanker S. S. Adrias chartered to the Continental Grain Company of Massachusetts became the first ship of her type to load dry cargo at the Port of Boston when, in July of 1955, she loaded 850,000 bushels of barley for overseas shipment. It was the largest single shipment ever to move through the port and evoked worldwide interest. It was only the second time in maritime history that a tanker was used in such a capacity. The grain moved into Boston over the New York Central Railroad system from Buffalo and beyond, one fourth of the shipment on a special train of 102 cars.

The huge grain elevator in the background has been leased, with the permission of the Port of Boston Commission, to the Continental Grain Company and grain shipments through the port immediately began to rise after the signing of the lease. The Boston and Albany terminals at which the Adrias is docked has been the site of the debarkation of thousands of travelers from overseas throughout the years. Her grain-loading capacity and rate is considered to be excellent. The pier has good railroad access and is linked to Boston's super highway system.



BOSTON OFFERS SHIPPERS FAST RAIL SERVICE

Modern railroads link the Port of Boston with the entire New England area, and provide fast connections with the rest of North America.

Facilities at railroad marine terminals in Boston give the shipper efficient handling of cargoes and offer close-working assistance in packing, timing and routing problems.

Freight cars leaving Boston, for example, reach Chicago or St. Louis by the third morning. Cars can depart from Boston and reach Montreal or Toronto, Canada, on the second morning. Freight cars which arrive prior to 4 a.m. are usually placed at shipside by 7 a.m.

All railroad piers at the Port of Boston can set shipments alongside ships for direct transfer, and some 4,000 cars can be held in the port area without interfering with domestic traffic.

The piers of Boston Harbor fall naturally into four groups served by separate railroads.

The New York, New Haven and Hartford Railroad serves the South Boston area.

Those along the waterfront of the city proper are served by the Union Freight Railroad.

The Boston and Maine Railroad tracks run to the upper end of the inner harbor at Charlestown.

And the Boston and Albany Railroad of the New York Central are across the harbor at East Boston.

On December 1, railroads coming into Boston will lower their freight rates from the Midwest to equal rates from that area to Baltimore and Philadelphia. The objective: to give the Port of Boston an equal chance at the tremendous amount of cargo moving between the nation's heartland and foreign lands.



INTERSECTION OF RT. 129 WITH EXPRESSWAY RT. 3



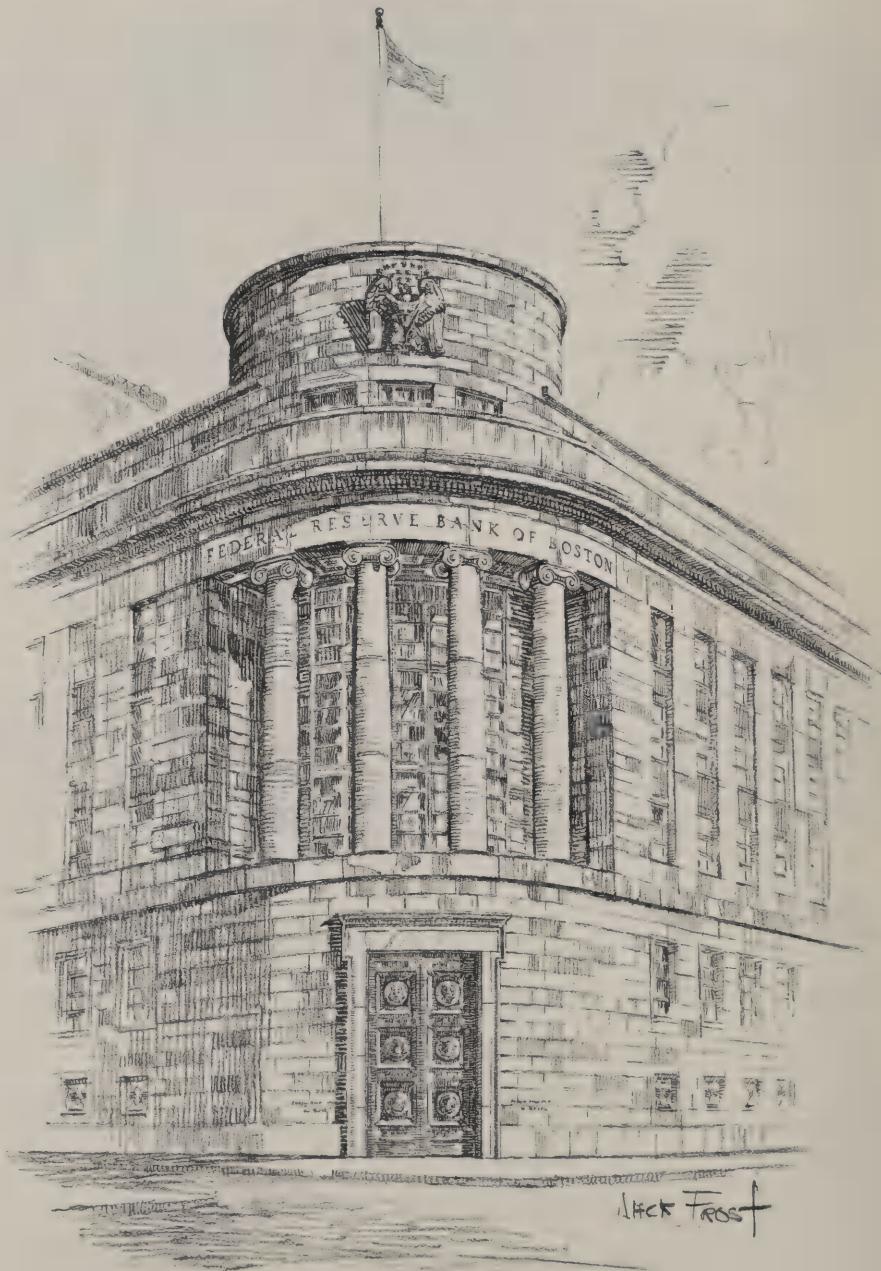
TURN LEFT FOR "FINGER DRIVING" ★ RIGHT FOR CHARM AND QUAINTESS
UNINTERRUPTED EXPRESSWAY ROUTE 1 AND BEACHES

HIGHWAYS TO THE "HUB"

Among the numerous modern roads to Boston is the new toll road from the north through Newburyport shown in the lower sketch where it joins Route 1 in the Danvers-Topsfield area, and famous Route 3 from Lowell shown in upper sketch at its junction with Route 129.

PART II

BOSTON . . . HOME PORT OF AMERICAN BUSINESS



FEDERAL RESERVE BANK

BOSTON AS A FINANCIAL CENTER

By JOSEPH A. ERICKSON
President, Federal Reserve Bank of Boston

When an ancient Roman wrote that "money alone sets all the world in motion," he touched off an argument that 2,000 years have not yet stilled.

But money certainly begets motion, whether for all the world or no—and the forward movement of both New England and the nation has been speeded by Boston money and Boston financial institutions.

A community's financial stature is measured by more than the simple sum of its assets. Other gauges of importance include the breadth and variety of financial services the community affords its people and its businesses, the quality of these services, and the performance of special services not easily or satisfactorily available elsewhere.

Boston's record on all these counts is impressive. And Boston can lay claim, too, to a "finance-mindedness" of long standing, and to a pioneering and continuing ingenuity in money management which is coupled with a basic, almost instinctive financial conservatism that is reflected in the lives and laws of the people.

It is the interaction of these two forces—radical and conservative—that has built Boston into a major financial center.

In 1954 the assets of the financial institutions in metropolitan Boston—the commercial and savings banks, credit unions, cooperative banks, federal savings and loan associations, and insurance and investment trust companies—were estimated at more than \$20 billion. This vast figure takes on more meaning, however, in terms of national totals.

It represents more than five per cent of the country's entire assets in such institutions concentrated in an area with less than two per cent of the population.

In life insurance and savings institutions assets, Boston accounts for six and a half per cent of the nation's total. And in the field of investment trust companies, assets run to about 35 per cent.

But even more striking than these impressive figures is the record of Boston and New England money at work. It began at home, naturally, and helped to build New England into what the U. S. Department of Commerce calls the most mature, most highly-developed industrial area in the country—which means, of course, in the western hemisphere.

It was Boston and New England money and enterprise that pioneered in building the railroads to and in the West—including the Union Pacific, the Northern Pacific, the Chicago, Burlington and Quincy, the Santa Fe. Boston money nurtured gold mining in California, copper mining in Montana, and banana growing in Central Amer-



CAPE COD DISCOVERS BANANAS

We have bananas, despite the funny old song, though we might not have become so universally acquainted with this tropic delicacy were it not for a gentleman born in this little house amidst the rolling Wellfleet hills in March, 1840. Lorenzo Dow Baker, who left for sea at the capable age of ten, and who became a skipper at 21, was the inspiration behind the famous United Fruit Company of Boston. Since Captain Baker's time, many a fortune has been made in this extensive company, but it was just a chance deckful of Jamaica bananas that he brought back on his ship, the *Telegraph*, as a speculation. The next year he brought back a full cargo; a plaque on the Meloripe Building at Long Wharf, Boston, states this was the first full cargo of the fruit to land in the United States.

The United Fruit Company, home port, Boston, believes private capital can supplant government loans to neighbor nations, pointing to U.S. investments in Latin America, totaling six billions of dollars, but which runs second to U. S. dollars invested in Canada.

ica. It encouraged and financed the development of the Boston-invented telephone and other applications of electricity to industry. To-day Boston money underwrites much of Hollywood's film production.

While these ventures at home and abroad have contributed importantly to raising Boston to financial eminence, the city gains even greater significance from its creative work in devising and developing a group of specialized investing institutions, particularly insurance companies, investment trusts and mutual savings banks.

The first trust company of which we have record is the Massachusetts Hospital Life Insurance Company, chartered in Boston in 1818. In 1823 it received the sanction of the legislature to act as trustee for invested funds contributed by numerous individuals. Its trust or endowment business soon exceeded that of its life underwriting, and by 1830 it had \$5 million of trust deposits.

In that same year the Massachusetts Supreme Court enunciated its famous "prudent man" rule generally governing trustees in making investments. Said the Court: "All that can be required of a trustee to invest, is, that he shall conduct himself faithfully, and exercise a sound discretion. He is to observe how men of prudence, discretion, and intelligence manage their own affairs, not in regard to speculation, but in regard to the permanent disposition of their funds, considering the probable income, as well as the probable safety of the capital to be invested."

It is this rule which has permitted Massachusetts the great flexibility and developed the capacity so vital successfully to manage other people's money.

In 1954 it was estimated that Boston trust companies held in trust considerably more than a billion dollars, and the trust departments of the national banks in Boston around \$3 billion. And testifying to the high reputation and character of the Boston corporate trustee and the private fiduciary is the fact that more than half of their beneficiaries live outside New England.

The investment trust is also of Boston origin in both its closed-end form and the open-end type. The latter has been extremely successful, and while it has spread far from the city of its birth, Boston's 33 companies currently account for some \$2.5 billion in assets, a lion's share of the national total.

Although marine insurance was New England's and the country's first venture into underwriting risks—Joseph Marion opened his office in Boston in 1724—it is in the field of life insurance that the region has shown spectacular success.

The New England Mutual Life Insurance Company was the ear-



liest such institution chartered in the United States, writing its first policies in 1844. Today life insurance companies of the type devised in Boston account for some two-thirds of the life insurance in force in United States legal reserve companies.

The admitted assets of the five life insurance companies which



MODERN AND TRADITIONAL

Neighboring towers, John Hancock
and New England Mutual,
as seen from each other.

headquarter in Boston now approximate \$6 billion, and their insurance in force at the end of 1954 exceeded \$20 billion.

While the mutual savings bank is not strictly a Boston development—it appeared almost simultaneously in 1816 in Boston, New York and Philadelphia—it, too, has become an important institutional investor. Total assets of Boston's 70 banks of this type—excluding their life insurance assets—were nearly \$2.5 billion in 1954.

Metropolitan Boston has somewhat more than its relative share, population-wise, of the volume of commercial banking, and the size and specialization of its leading institutions insure domestic and foreign service of the highest order. Branch banking on county lines within Massachusetts has made possible the development of large and diversified establishments. Through the correspondent banking sys-

tem, Boston service is made available to most of the hundreds of smaller commercial banks in New England.

Boston is indubitably the financial heart of the six New England States. As with any living body, a final evaluation of the heart should be made in terms of its contribution to the health and progress of the system as a whole.

In 1954 the Committee of New England published the most exhaustive study yet made of the region's economy.

"New England," reported the Committee, "Possesses large financial resources that are available for the use of its citizens and business enterprises. The resources stem primarily from the region's highly developed financial institutions and from its above-average personal incomes and savings . . ."

"In the operation of its financial system the limited evidence available indicates that New England's financial institutions more nearly meet the demands of business firms than those in the country as a whole."



MAINE
Ruggles House—Columbia Falls



NEW HAMPSHIRE
Jackson House—Portsmouth



VERMONT
Covered Bridge—E. Dummerston



RHODE ISLAND
Roger Williams Trading Post—Wickford



CONNECTICUT
Mark Twain House—Hartford

BOSTON . . . HOME PORT OF RESEARCH



RESEARCH ROW, CAMBRIDGE, SKETCHED FROM
LONGFELLOW BRIDGE

Research has come far from the days of the employer who finally, after due thought, hired his first research chemist. The morning the chemist arrived, the employer paced the floor. By noon he couldn't stand it any longer. He went into the lab to see what the fellow had found out.

With maturity have come respect—and new roles. No longer optional to industrial growth, technological research plays a large part in invigorating present enterprises, creating new ones, and mapping reasonable lines of future exploration.

This is true the world over. We are proud that so much of this technological advance traces back to New England, with her 400 research laboratories, a sixth of the country's total. But numbers only outline the picture. To fill it in, let us look first at "Research Row", an area of a few miles on the Cambridge and Boston banks of the Charles River, home of research centers for whose services businessmen and governments send round the world.

The residents of the Row are too many to list. To name but a few: MIT, Harvard, Boston University, Godfrey L. Cabot, Inc., General Radio Company, High Voltage Engineering Corp., Nuclear Metals, Inc., Tracerlab, Inc. The Row steadily achieves the practical—the processing of frozen orange juice, for instance, and the epic—monumental breakthroughs in atomic energy, electronics, and automation. Its collective scope is vast.

Government finds the area conducive to productive research. There is Project Lincoln, our key air defense laboratory, at Bedford; the Quartermasters Corps development center at Natick; and the Cambridge Air Force Research Center. Again, these are but few of many.

Companies conduct their own research in volume. The Polaroid Land Camera and Raytheon's high-frequency welder for automation systems are random examples of hundreds of important products and processes we now expect as the area's normal contribution to technological progress.

Last, there is contract research, with universities or private laboratories. This may be basic or immediately applicable; as specific as developing a single product or as wide as guiding policy on diversification.

Research, then, takes many forms, but they are more alike than they are different. They share an outlook. For example, the oldest and largest independent research laboratory in the country, Arthur D. Little, Inc., started in 1886 as consultants in chemistry. Today, reflecting the interconnection of most industrial problems—few are exclusively chemical or mechanical—the company draws its staff and tools from all sciences and fields of technology. And it is known less for any specific activity than for its unregimented approach and its interest in finding new techniques.

This spirit of fresh inquiry, common to research, is intensified by the Yankee tradition of wit and invention. Backing up this tradition, there is unsurpassed physical plant. And—a new factor—we now have the experience of our own region, whose efforts to rebuild itself mirror in miniature the happenings of other areas, and make us acutely aware of the world's needs.

That which we offer the world we offer equally to our own industries. And, judging from the number of new industries who use New England research, many look with favor on the situation of having a world research center within a few minutes' drive, or even walk, from their own plant.

BOSTON . . . TRANQUIL PORT OF LABOR-MANAGEMENT COOPERATION

By ALEXANDER WELCH, *Labor Relations Consultant and former
State Labor Relations Board Attorney*

The tranquility existing in Massachusetts' Management—Labor Relations is reflected in the statistical study shown below of man-days-lost from strikes in the leading industrial states, as recorded by the United States Department of Labor.

Massachusetts' general low-ratio of lost time from strikes is the best evidence as to the stability of its workers.

The Massachusetts Board of Conciliation and Arbitration, established in 1886, pioneered in promoting mutual understanding between labor and management. Massachusetts was one of the first states to create a State Labor Relations Board, patterned after the National Labor Relations Board, for the purpose of determining employees' representation and abolishing unfair labor practices without recourse to strikes. It was also a leader in adopting workmen's compensation laws, minimum wages and maximum hours for women and children and other fair minimum wage schedules. More recently it has adopted procedures for the peaceful settlement of labor disputes threatening substantial interruption in the production and distribution of the essential goods or services if the Governor



finds that government intervention will be in the public interest. Massachusetts was one of the first states to outlaw "sit-down strikes."

Massachusetts, being one of the first industrial states, has had its labor relations tested and perfected in the crucible of time. Years of experience have produced intelligent union leaders, gifted with sound common sense, and fair employers endowed with an awareness of employee welfare.

STRIKE IDLENESS—PER CENT OF ESTIMATED
WORKING TIME OF ALL WORKERS*

STATE	1952	1953	1954
CALIFORNIA56	.35	.13
CONNECTICUT48	.25	.23
GEORGIA13	.06	.19
ILLINOIS57	.18	.10
INDIANA	1.15	.47	.18
Massachusetts21	.15	.08
MICHIGAN67	.43	.20
NEW JERSEY35	.30	.20
NEW YORK32	.23	.15
NORTH CAROLINA12	.09	.04
OHIO	1.07	.34	.27
PENNSYLVANIA	1.36	.35	.37
TEXAS25	.14	.14

* Percentages based on the Bureau's estimates of total nonagricultural employment in the State, excluding Government workers, multiplied by the number of working days in the year.

BOSTON...STRONGHOLD OF OLD ESTABLISHED, DIVERSIFIED INDUSTRIES

By RICHARD PRESTON, *Commissioner of Commerce*

From the days of its early settlement, Boston has occupied and today continues to occupy a foremost place in the world of commerce and finance. Hardly had its founders made themselves at home when they began to look around for opportunities to trade.

Immediately at hand was the little colony at Plymouth and the first trading venture by boat was successfully tried out, followed by a further sortie around Cape Cod to trade with the Dutch at New Amsterdam, the Swedes in Delaware and Jersey, and the English in Maryland.



ACTIVITY ON BOSTON'S FAMOUS FISH PIER

Please turn to page 50

Thus was laid the foundation for the stalwart tradition of Yankee acumen, resourcefulness and courage unsurpassed to this day, and the start of the immensely profitable trade by Yankee Clipper ships sailing the Seven seas.

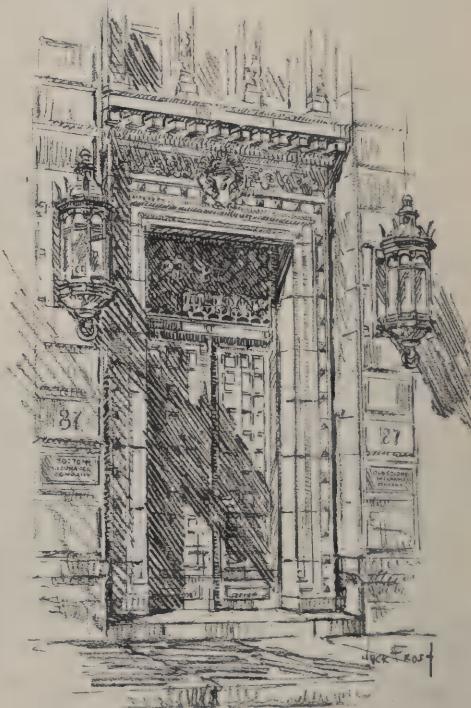
It was also, of course, the beginnings of the great Fisheries industry of which Boston is today the center, as well as continuing to be one of the major seaports on the Atlantic Coast. Its seaport is 200 miles nearer Europe than any other major port on the Eastern seaboard, making it the most conveniently located for economic shipping facilities, and it is of course, nearest the Great Northern Atlantic fishing banks.

With flourishing trade, wealth accumulated, and investments were made in thriving industries throughout the United States. Boston's copper interests, for instance, were immense. The railroad in America was a Boston idea, backed by Boston capital, and it played an important part in the area's urban expansion. The investment and management of capital, in fact, came to be considered a Boston specialty. Today, Finance, bracketed with Insurance and Real-Estate as a group, places third in the list of industries in the Bay State, with an annual payroll to employees of more than \$179 millions of dollars.

Early in Boston's commercial life Wool and Cotton, Leather and Hides, Metal Fabricating, Fishing, Paper and Printing, Textiles and Apparel, became major industries. Their importance in the economic life of the Commonwealth as well as of the nation continues to this day. Wholesale and retail trade accounts for 35.3% of the total number of employes reported on payrolls amounting to well over a billion and a half dollars annually.

Today Boston is the largest wool market in the nation. It is the world's leading center of the shoe and leather industry, a matter of considerable pride betokening the astute leadership in this industry, largely concentrated in the Brockton area, in the face of declining markets in this product elsewhere. It is the center of the commercial, financial, wholesale and retail trade and service activity not only for the metropolitan area of Boston, but for all of New England.

It continues to build anew on the firm foundations of its past of solid achievement.



Insurance, discussed at length elsewhere, is surely among the major depression-proof "industries" of the Boston area. Two of the many companies in Boston proper are the Boston-Old Colony Insurance Companies, their attractive doorway at 87 Kilby street, pictured. The growth of these companies in the past few years has been remarkable. Fittingly, Marine Insurance is written in their building, so close to Boston's U. S. Customs House and the waterfront.

TRADITIONAL BOSTON FIRMS



UNITED SHOE MACHINERY CORPORATION

One of Boston's tallest and most impressive buildings, a landmark to visitors by sea, air and rail, houses the general and executive offices of the United Shoe Machinery Corporation. Since its organization in 1899, "United Shoe" has served the shoe industry from Boston with an extensive line of machinery and related items. In recent years, the Corporation's business has been extended into diversified fields.

From the 27-story building, those United Shoe executive and sales offices concerned especially with international operations make available advice and supplies to the wide-spread foreign associated companies and, in many countries, to customers directly. Through the Port of Boston facilities, the Corporation's nearby warehouses handle a substantial volume of overseas shipments of USMC products which are manufactured in conveniently located plants.

Practically within the shadow of this landmark are many of the numerous companies, which, with outlying manufactories made Boston The Shoe and Leather Marketing Center of the Nation.



S. S. PIERCE "IMPORTED" ITS ARCHITECTURE, TOO

The first S. S. Pierce store was opened in Boston at Court and Tremont Streets in 1831. A second store was built in 1887 in Copley Square. A third (illustrated) followed in 1895 at Coolidge Corner, Brookline, in an architectural design copied from a celebrated Tudor-style inn on the Thames near Windsor Castle. Yet, the earlier Bell Tower shown, is reminiscent of German "Burgerhaus" architecture, perhaps a result of a year's travel in Germany by architect Wetherell of the old firm of Winslow and Wetherell.

From the outset, S. S. Pierce Co. offered a wide variety of fine foods and wines to the people of Boston, with special attention to importations from all parts of the world. Scarcely a ship entered the Port of Boston without merchandise for Pierce's as part of its cargo. Indeed, the words "Importers and Grocers" have always been identified with this famous house. Today S. S. Pierce Co. stocks hundreds of imported items, many of which are direct importations, and distributes them throughout the U. S. A truly traditional firm, S. S. Pierce's favorite commodity is a rare blend of quality and service.

THE ROMANCE OF WOOL...as relating to

By RICHARD I. GOODRICH
Commissioner, Port of Boston Commission.

Since time immemorial sheep have furnished man with food and clothing. One of the first enterprises of our forefathers was the shearing, washing, spinning and weaving of wool into fabrics for their families. The whir of the spinning wheel was a familiar sound, as the members of the family spun the yarn to be woven into fabrics on hand looms.

Later, as the land was settled, textile men from England, Scotland, Germany, Belgium and France came to these shores, and on the banks of the swiftly-running streams of New England they established textile mills. The first Fulling Mill was built in 1643 by John Pearson, near the town of Rowley, Mass. In 1695 the first worsted mill was established by John Cornish, a resident of Boston. The first woolen mill in the United States, which was successfully operated by power, was started in Byfield, Mass., in 1794 by John and Arthur Schofield. Since these early days the textile business has developed in an amazing fashion the quality, design and beauty of fabrics.

From sheep, such as those pictured above, comes the fleece of wool — which the skill and ingenuity of man takes in the raw state, and by various processes makes into beautiful woolen and worsted fabrics as well as rugs, draperies, upholstery, blankets and felts for clothing and industry. The fleece, as it is shorn from the sheep, is full of grease, dirt and vegetable matter, which has to be removed in the scouring and subsequent processes. The clean wool is then carded, which process separates the fibers, and then spun into yarn and woven on the woolen system . . . or combed into top on the worsted system. Combing is a process which parallels the long fibers, and at the same time removes the short fibers. The resultant product is known as Top . . . and the short fibers, which fall out in the process, are known as Noils, and are used in the woolen system. The Top is then spun into yarn and woven into many types of fabrics, principally men's suitings and other fine, long-wearing fabrics.

James Patterson, a former sheep raiser and wool buyer in Pennsyl-



FIRST WOOLEN MILL IN AMERICA WAS
HERE IN BREWSTER, CIRCA 1680

BOSTON... AMERICA'S WOOL PORT

vania, was the first recognized Boston wool merchant. Through a continuous line of operators, this firm is still in existence in Boston. In 1827 James Vila established a wool warehouse on Bath Street in Boston. By 1846, eleven wool firms had been established, and centered around Federal Street and Atlantic Avenue, finally moving to Summer Street, where the majority of the present wool firms are now located. The great Boston Wool Trade is known throughout the world, and Summer Street connotes "wool merchandising" wherever it is mentioned over the world.

As more and more wool was imported from foreign countries, Boston became the great wool port of the United States, which it remains to this day.

Down through the years, a long list of men have honorably and successfully operated in the wool business, including two who served as Governors of Massachusetts — the Hon. Henry J. Gardner from 1855-1858, and more recently Hon. Frank G. Allen 1929-1931. Another Governor, Hon. Curtis Guild, Jr., had a great interest in the wool business. His paper, *The Commercial Bulletin*, was then — and is today — one of the leading trade papers specializing in wool news.

Many of the firms in business today, originated 75 to 100 years ago, such as Hallowell, Jones & Donald, established in 1857 as Hallowell & Howland. In 1865 the firm of Harding, Grey & Dewey was founded, and today carries the name of Dewey, Gould & Co. Hutchins Kitching & Co. was established in 1876, succeeded in 1900 by Crimmins & Pierce Co., which became one of the largest and most influential firms in the wool business. The firm split into several companies in 1921 — most prominent existing today are Blake & Co., Draper & Co., Inc., Forte, Duppe, Sawyer Co., and Munro, Kincaid, Mottla, Inc. The original firm of Putnam Brothers & Goodhue was established in 1886. In 1905 it became Goodhue, Studley & Emery, and presently, in 1947, Emery, Russell & Goodrich, Inc.

While cotton, the other great natural fiber, is largely a southern operation, there are in Boston several prominent cotton concerns, among whom are: E. A. Shaw & Co., Inc., established in 1880 — Chas. Storrow & Co., established in 1867 — Anderson, Clayton & Co., and James Lawrence & Co.

Pages could be written about the romance of the wool business in Boston, its many interesting personalities and its numberless fascinating stores of buying, selling and trading wool all over the world. Some day, it is hoped this story will be written. Meanwhile, the Wool Merchants and Wool Brokers in Boston carry on their trade in the great Wool Port of Boston.



SUMMER STREET AT FORT POINT CHANNEL, BOSTON'S "WOOL ROW"



THE FIRST CRANBERRY BOG ON CAPE COD

Cranberries are a Massachusetts industry and, delicacy . . . and a national tradition. Although Harwich on Cape Cod is accepted as the town which exploited the cranberry as an industry, and old Henry Hall discovered the method of propagating the berry on one of his bogs in (North) Dennis, pictured above, the industry today is widespread over southeastern Massachusetts. This multi-million dollar business begins with the bog itself and the lowly hand-scoop shown in use by the pickers in this sketch of one of Henry Hall's historic bogs.

After New York City, admittedly America's publishing stronghold, comes Boston, far and away America's number two publishing center. The press pictured recalls the days when Boston, particularly Cambridge, was second to none as the literary and publishing center of these United States.



POR T FOR PROMINENT COMPANIES AND BRANCH PLANTS



LARGEST WRITER OF WORKMEN'S COMPENSATION INSURANCE IN THE NATION

This building at 175 Berkeley Street in Boston, designed in simplified classic style by Boston architect Chester Lindsay Churchill and erected in 1937, is the home office of the Liberty Mutual Insurance Companies and "hub" of their country-wide insurance activities.

Since its organization in 1912, the company has consistently pioneered in insurance service. It grew as Boston grew—long since outgrew its original 84 State Street office—and now maintains branch offices in every principal city in the United States and has branches in Canada and in Hawaii. It was a pioneer mutual Workmen's Compensation Insurance writer . . . and is now the largest writer of this coverage in the nation.

POR T FOR PROMINENT COMPANIES . . . AND

By RICHARD PRESTON, *Commissioner of Commerce*

Many of the prominent companies of the Boston area whose names are household words throughout the world, are illustrated or mentioned throughout this book. However, prominent firms whose head offices are in other U. S. cities have recently come into the Boston picture.

In step with the accelerated pace of industrial activity throughout the Commonwealth is the impressive roster of prominent firms which have established branch plants within the metropolitan area of Greater Boston. A glance down the list of business firms represented is virtually a page from the Blue Book of American industry.

Representatives are these following: American Can Co., Comfort Spring Corp., Kraft Foods Co., Singer Sewing Machine Co., and Union Carbide & Carbon Co., all in the Needham area. Carling Breweries Ltd. in Natick. Crosley Research Laboratories, a division of the Avco Manufacturing Co., in Everett and in Waltham, and another of Sylvania's Electric Products plants has been built in Waltham.; and CBS-Hytron has located in Danvers. General Electric with branch plants in Lynn, Newton Upper Falls and other Massachusetts cities is the largest employer in the state among branch plants.

More than 905,000 square feet of industrial space is in new use by these foregoing firms alone — and these are only a partial listing of the major firms involved. More than 2400 persons will be newly employed herein.

In addition to the vigorous industrial components of our mobile Massachusetts economy there is the impetus lent by the concentration of such research activities as the Cambridge Research Center, at Bedford, focus of research in this area of the United States Air Force, and of the Quartermasters Research and Development Center, at Natick, center of research for the U. S. Army. More than 70,000 sq. feet of industrial space, and approximately 800 employees are involved in the Air Force Research center, and more than 412,000 square feet, with about 1000 employees, are the statistical facts on the Army Research center.

More developments are in the planning, and still others are at the point of fruition. Tremendous strides have been taken by this Commonwealth in the general field of economic development — stimulating and promoting the sound growth of existing industry and business and in encouraging new industry, and branches of out-of-state industry, to locate within our borders.

Making the Greater Boston area attractive to industrialists by providing easily accessible, modern plant facilities located on super-

BRANCH PLANTS



BRANCH PLANTS ALONG ROUTE 128, NEEDHAM

First large building at left is Union Carbide and Carbon Corporation Branch (barely discernible at left behind it is the local Kraft Foods Branch), next is Singer Sewing Machine Company Branch, with the American Can Company building at far right in sketch.

highways has been but one phase, but an outstandingly successful one, of the many measures undertaken to streamline the physical aspects of our economic picture. What has been called the "miracle" highway, Route No. 128, is an excellent case in point. It may not be called precisely a miracle, since the supernatural was hardly accountable. The actual physical work of many human minds, human labor, and great investment of capital was responsible for the accomplishment of this gigantic industrial plant area. This magnificent highway most definitely can be counted as one of the Bay State's most valuable physical assets, serving as the guiding principle for present and future Massachusetts highway development.

The attitude underlying this splendid development is that of receptivity to industry, cooperation with industry, a welcome to industry, a willingness to provide for industry the requirements for modern, present-day operations. As the economic wheels turn faster, more branches of more and bigger companies can be expected to make their next location in this resurgent area.

HAVEN FOR NEW INDUSTRIES

By RICHARD PRESTON,
Commissioner of Commerce.

The upward trend in new plants and plant expansions in Massachusetts continues to demonstrate the vigor of this Commonwealth's new industrial might.

An 18-month summary to October 1st, 1955, showed 149 newly created manufacturing concerns, plus another 28 manufacturers which had moved into this Commonwealth from other states either as a whole, or a branch establishment; a total of 218 factories built, purchased or leased, and 155 more plants which have made substantial additions.

Further demonstrating the strength of their own position as economic units of the Commonwealth, 45 Massachusetts manufacturers established branches outside the state.

To concretely illustrate the full impact of this continuing trend of industrial prowess, in the third quarter of 1955 ending September 30th the 19 new industrial plants reported to the Massachusetts Department of Commerce will involve the acquisition of 777,818 square feet of new industrial space, and will result in the employment of approximately 2,425 new people.

This is a promising picture. Further evidence of Massachusetts strength in new industries is disclosed through bank debits which, in the last reportable month of September, 1955, were up 9% as compared with the previous year's figures. Lowell, once considered a textile orphan, led with the biggest increase, a gain of 25%. Other industrial areas show correspondingly excellent improvements. New Bedford up 24%; Fall River 23%; Lawrence-An-dover-Methuen area 22%; Pittsfield 21%; Brockton 17%; Worcester 16%, and so on.

Overall factory orders in but one month of the 3rd quarter rose to 11.2% more than a year ago. Electrical machinery and equipment showed an increase of 50.8%; chemicals 40.8%; textiles 33.5%; fabricated metals 25.2%; rubber goods 12.8%; machinery excluding electrical 4.4% and paper and printing 1.2%.

From the foregoing it is easy to account for the rise in Massachusetts incomes to 8.6% above the U. S. average in 1954, for the imposing total personal income figure of \$9,466,000,-000. Living costs, meanwhile, showed a very small rise, with food up 1.6% from September 1954, housing 1.5%, fuel and light 1.7% and sundries including transportation, medical services and so forth, 1.3%. The cost of apparel was down 0.3%.

It is pleasing to be able to report such accomplishments as the foregoing which I have seen come about within the past two years. It is more especially satisfying because it impressively demonstrates what is basic to my own belief, and obviously, since this industrial achievement is the meeting of many minds and purposes, the belief of the citizens by and large. That is, Confidence; Confidence in the future of the Bay State, reinforced by a spirit of determination. This determination among the people themselves whatever their occupation, is the spirit born of many years of past accomplishment and leadership, of craftsmen's skills and business acumen. It is intelligently aware that we are on the brink of an era of even greater feats than those of our brilliant past; we are today forging ahead to develop a sounder, more dynamic economy for the benefit of all our people.

We know that we are the heartbeat of a great industrial area and every element of our prosperous economic society depends upon that fact. An economy based upon industry is an economy either of payroll or relief roll. We know that too. Therefore we purposefully set to work at the task of understanding the dynamics of a changing economy, subject to great forces resulting from industry itself, which are at work everywhere. (1) We examine and recognize the forces through Research. (2) We adapt them in Planning. (3) We utilize them to our greatest advantage in Development. (4) We explain them and talk about our progress in Promotion.

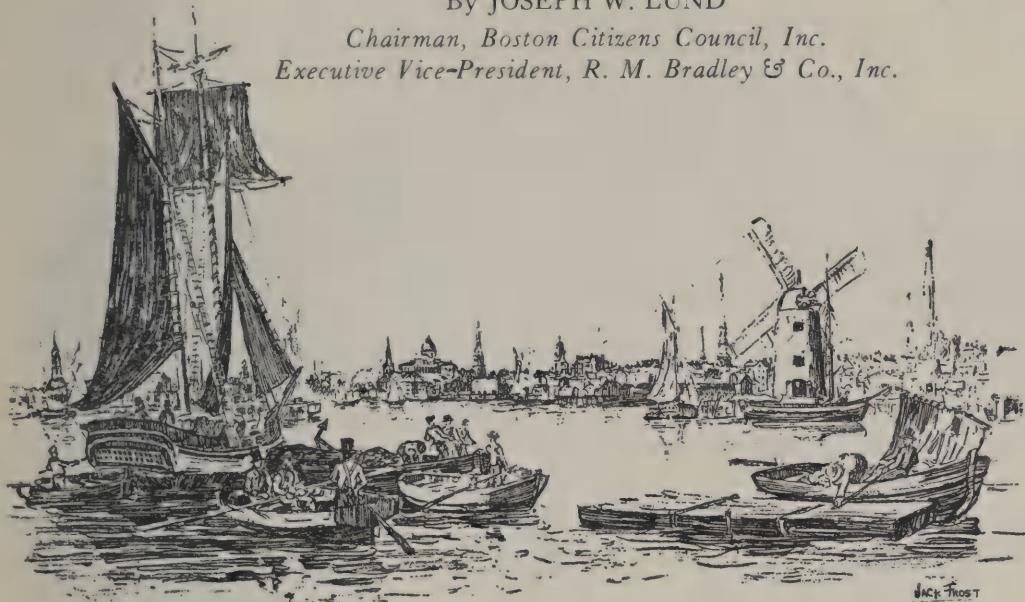
In doing this, we make ourselves attractive, and to attract industries you have to be attractive. All of which begins to explain the new reasons why Massachusetts is today truly a haven for New Industry.

AN ACTIVE PORT'S FORWARD LOOK

ONE HOME PORT OR FIFTY?

By JOSEPH W. LUND

*Chairman, Boston Citizens Council, Inc.
Executive Vice-President, R. M. Bradley & Co., Inc.*



JACK TROTST

A VIEW OF THE OLD BOSTON HARBOR

When the first tiny settlements were established around the shores and along the salt rivers leading into Massachusetts Bay, each community was sufficient unto itself. When water ways formed the trade routes, boundaries for local government were naturally laid down and became fixed.

Now our daily movement of people by the hundred thousands and goods measured in untold tons has brought about political and economic strains which demand the adjustment or removal of our archaic maze of choking irrational boundaries. Highways, sewer systems and water supply must of necessity cut across these imaginary lines. Since our economy for 2,200,000 is wholly integral, the obsolete lines for local government which were good enough for another generation are not good enough for us.

Many good people all over the United States look at the population figures of Boston and say we're not growing like other parts of the country. But look at the figures:

	1930	1940	1950	1955
Boston (City Proper)	781,188	770,816	801,444	805,000
Boston (Met. Area)	1,955,168	1,980,221	2,137,935	2,489,592

1930-1940-1950 figures compiled by U. S. Census.

1955 figures are estimated and compiled by Boston City Planning Dept.

(Please turn to page 60)



Jack Frost

BOSTON COLLEGE TOWERS FROM FOOTBALL FIELD

This great area is our home port, our market, our economy. But, the whole cannot be healthy if the core is sick. And the central City is sick, suffering from old age, from its straightjacket boundaries and years of shameful neglect.

In the last two years we have had a new awakening. Some of the pioneer spirit that made Boston famous in world trade during the previous three centuries is directing itself toward the solution of our local problems. Business and professional leaders have found that politics are not only for the politicians. Plain "John Citizen" has learned, too, that what goes on in the Town Hall, City Hall and in the Legislature affects his job and his children's future.

In the summer of 1954, a group of leaders in Boston finance and business, most of whom live outside the city, conceived the idea of a basic educational course on the facts of Boston's political life. During seven well-planned and well-organized community meetings, the problems caused by neglect and obsolescence were exposed to full view.

Taking part in these unique discussions were Mayor John B. Hynes, Governor Christian A. Herter, department heads of both city and state, business and financial leaders, and experts in special fields of government relationship to the populace. The audience was a broad cross-section of all the people in our Metropolitan Community. The newspapers carried complete accounts for all those who cared enough to read. And the unique feature of the whole program was that it was held at Boston College, one of our great institutions, under the sponsorship of the Boston College School of Business Administration.

What lessons did we learn? I like to think that there were three vital lessons, each of which demands corrective action, each of which challenges every citizen to help in this action.

1. That Metropolitan Boston cannot regain its status in the national mind until it balances its political economy. Mass transportation, community facilities of all kinds, services which cross imaginary lines on a map, must be built in the future to benefit the whole instead of any individual part.

2. That a gradual integration of all these services and functions can be achieved by sound planning followed by bold action.

The Port Authority, proposed last year by Governor Herter, was a start in this direction. We could combine the existing Sumner Tunnel, Mystic River Bridge, Logan International Airport, and the Boston Port itself into a vital expanding entity. A needed new tunnel could be added. Other facilities could be soundly improved. When all the people understand the benefits to be gained, they will demand that this sound legislative proposal be approved.

3. That Boston especially, but all the large old satellite communities, must undertake a vigorous program of Urban Renewal and Redevelopment. It's easy to build new towns, and new facilities, but it's far more important in the long run to rebuild and restore what we already have, to make it attractive and economically sound. This is our greatest challenge, and we must accept that challenge if we are to progress.

There is a new spirit abroad here. Our Greater Boston Chamber of Commerce has a new look. The Boston Citizens Council has sparked Urban Renewal and is working with many civic groups to act rather than talk. The Boston College Seminars will carry on with increased support the process of education. The Port Authority has recently shown the good results of positive selling.

Let us recognize the great past, see the problems that confront us, and all work together to solve them. *And, finally, let's tell the world about what we are doing and change the negative attitude of others toward us.* We have made a good start; together we can bring about a glorious finish.

PORt AUTHORITY WOULD HARNESS THESE SERVICES
ALONG WITH BOSTON'S SUMNER TUNNEL



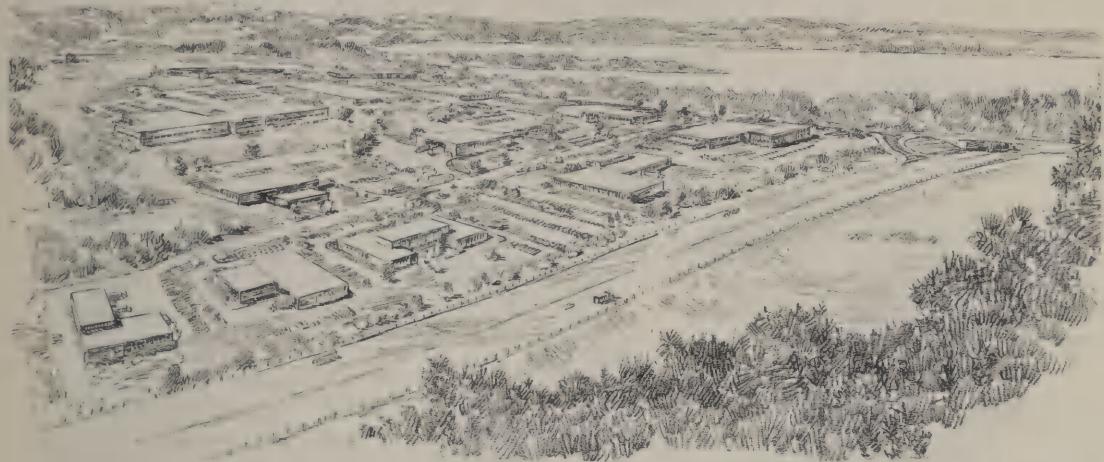
PORT OF BOSTON

MYSTIC RIVER BRIDGE



LOGAN INTERNATIONAL AIRPORT

URBAN AND SUBURBAN DEVELOPMENT



INDUSTRIAL DEVELOPMENT ON ROUTE 128 AT WALTHAM

Typical of the numerous urban developments following Boston's peripheral expressway Route 128 is that of Cabot, Cabot and Forbes near the Cambridge Reservoir in Waltham. The Waltham Industrial Center brings to industry and business many concrete and measurable values including: an excellent location in terms of transportation, distribution and labor; its position on a cloverleaf at the mid-point of Massachusetts Route 128, the circumferential highway around Greater Boston; its appeal to diverse industries and businesses; Waltham's favorable community-industry attitude; the application of the principles of Garden-Type Industrial Development to the Center, itself; and the unique advertising character of the sites.

Located across the highway from a new Garden-Type Office Building Center, now under development, and but a stone's throw from Cambridge Reservoir, this Center offers the best working conditions in an attractive environment combined with the modern design, careful planning and quality construction needed in a project of long-term value usefulness.

Because Waltham, long known as the "Watch City", has been a precision manufacturing town for many generations, it has acquired a large labor pool of people skilled in the light manufacturing processes. Recently, in addition to the watch and related light industries, two important newcomers have settled in Waltham, the electrical and electronic industries. Sylvania Electric Products, Inc., is shown above at far left of the third row of buildings from the highway.

SERVICE FACILITIES GEARED TO HANDLE MORE NEW INDUSTRY

By JOHN S. PFEIL

Vice President, Stone & Webster, Inc.

*Colonel Pfeil is also Chief, Boston Ordnance District, Treasurer,
Associated Industries of Mass.*

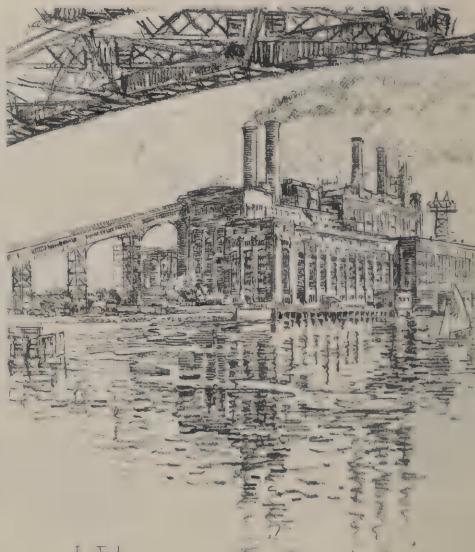
While Boston to many people means a city on the Atlantic seaboard and capital of Massachusetts, to us who work and live here it means much more. The coming of the Pilgrims to this area, the planting of the germ of Freedom which grew into our Republic; the shouts of the embattled farmers at the bridge in Concord; these, and much more were the foundations of our glorious past. Built on such firm ground, the men of Boston have in their veins the natural instinct to forge ahead; to inquire and research; and with acumen and good business sense to build in our vibrant present for a greater future in commerce and industry.

Some one has said that "Boston is a state of mind," well perhaps it is—a determined state of mind that never flinches or hesitates in its endeavor to make Boston a true port, "*a haven (as Webster says) for purposes of commerce.*"

Many factors, of course, are necessarily involved in such a complex structure as a haven of commerce. All the components are now "in being" and are constantly being improved, enlarged and integrated for our dynamic future. Guided by our public-spirited citizens and statesmen, and drawing on the wealth of knowledge of our local institutions of learning, business, research and engineering, there is gradually emerging a master plan for the "Ports of Boston" which assures future generations the "Championship of the Atlantic."

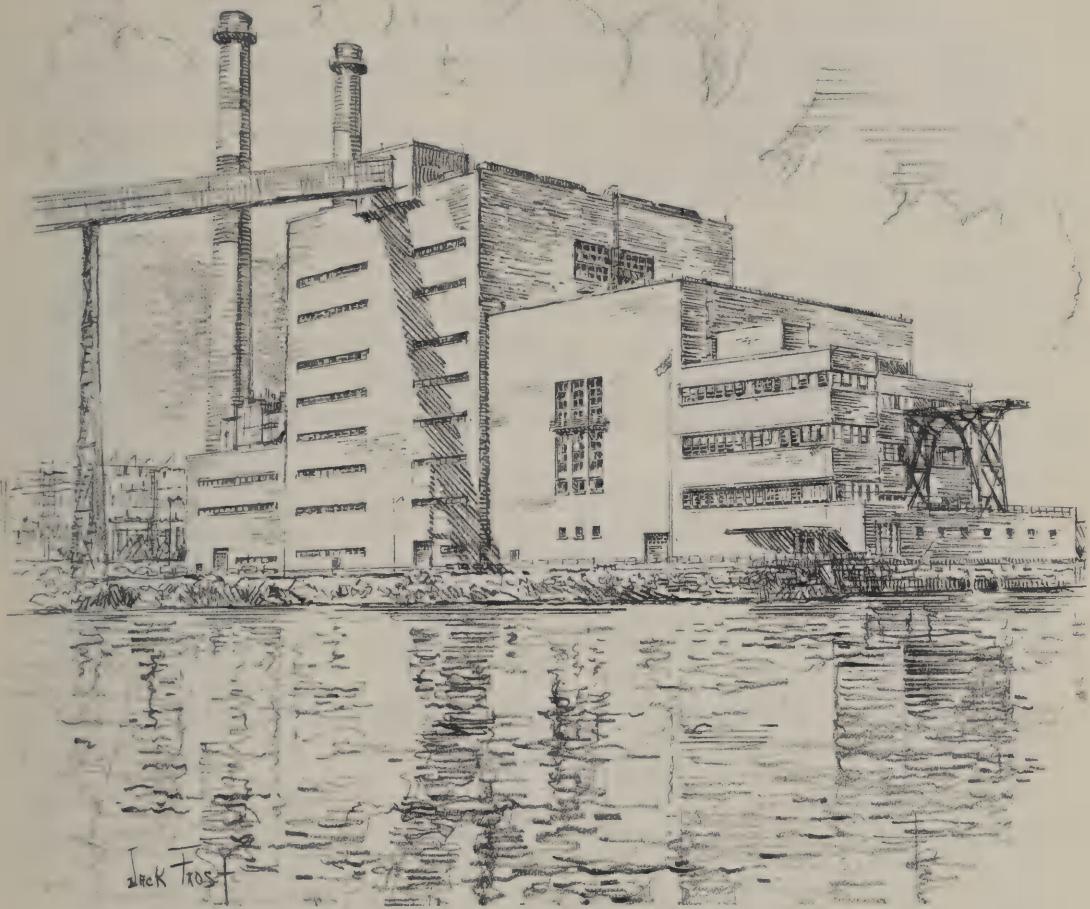
Boston, as I said before, is definitely tied to and influenced by its past. Here were born Benjamin Franklin, Samuel F. B. Morse and Alexander Graham Bell. Morse, with the invention of the telegraph here, started a means of international communication that gave the messages carried by horseback and packet boat the speed of lightning. Bell and his telephone, astutely backed by Boston capital, gave us the voice heard round the world. Boston ingenuity, using our famed research facilities, added radio and television—remember Station W G I, Amrad, in Medford?

(Please turn to page 66)



Jack French

The largest power plant in the New England States is Boston Edison Company's Edgar Station, located on Fore River at North Weymouth. Its six turbo-generators are capable of producing 430,000 kilowatts of electricity.



AN "ISLAND" OF PUBLIC SERVICE

New England Electric System's Salem Harbor Station went on the line in 1952, with two mighty 80,000 kilowatt generating units. One of the most modern plants in the northeast the station will soon have a 125,000 kilowatt addition scheduled for completion in 1958.

Built on solid rock, the station is a steel frame brick wall structure, 355 feet long, 144 feet wide and 148 feet high. The building and its two tall stacks seem to rear up from historic Salem harbor like an old moated castle. This apparent "island of public service" is really built on the shore, and can supply the electric needs of eight cities the size of Salem, Massachusetts. Its normal yearly output of more than 1,000,000,000 kilowatt-hours is available in all parts of New England Electric System by means of interconnected transmission lines.

The System has just completed an 80,000 kilowatt extension in Providence, and has a 150,000 kilowatt hydro-electric plant under construction at Littleton, New Hampshire, representing a portion of the \$202,000,000 spent by New England Electric System during the past five years for new plants and improvements. Thus the largest utility system in New England gears itself to accommodate its share of additional business from new firms and the expansion of older industries that is the aim of today's forward-looking citizens.

Closely related to these marvels of communication based on electricity is the use of electricity itself, which today is the motivating force of our industry. It was here in Boston, sired by our great Massachusetts Institute of Technology, that two of its graduates laid the foundation for a great engineering firm which has been largely responsible for the modern, efficient production of electricity. The area covered by the Ports of Boston is adequately and efficiently served by the Boston Edison Company, the great New England Electric System, the Eastern Utilities Associates, and other companies. The modern generating facilities of these companies are constantly under expansion and their well considered plans for even greater expansion assures abundant future supply.

To further meet the needs of modern industrial processes, as well as the citizens' desire for greater ease and comfort, the Boston Consolidated Gas Company and others have been instrumental in bringing natural gas by two great pipe lines from distant fields of supply to this area, insuring plentiful fuel for business and the home.

And looking still farther into the future, the utilities of the area, co-operating as one, are actively at work to set up the production of more and still cheaper power by building plants to use the energy of the atom by either fission or fusion.

Our past is glorious; our present is wonderful but our future in the area of The Ports of Boston is glowing with the opportunity for still greater achievement.

COMMUNICATIONS IN BOSTON PROVIDE FOR ALL TASTES

Boston, home of the telephone and of "Poor Richard's Almanack," is the home of a variety of newspapers which make it possible to reach inexpensively any one type of reader. The Herald-Traveller combination is at 80 Mason street; the morning and evening Globe along with the Post publish in Newspaper Row where once the august Transcript resided; in Winthrop Square are the Record, American and Sunday Advertiser; while Boston is home port of the international daily, The Christian Science Monitor. John Boyle O'Reilly's Catholic weekly, The Pilot, is the oldest in the nation; and other splendid religious newspapers and foreign language dailies and weeklies have their home port in Boston.

The radio stations in the area present nearly as wide a variety, and if they do not please, nearby Canada offers many reachable signals accenting classic and hillbilly music.



Boston stations are: WBZ, WCOP, WEEI, WHDH, WMEX, WORL, WVDA, WNAC; then WLYN, WCRB, WTAO, WVOM, WJDA, WBMS. Television is not so prolific, with WBZ-TV and WNAC-TV, WTAO-TV (UHF) and WGBH-TV (Educational) in business and another station on the way.

PART III

BOSTON UPS-PERISCOPE, CITIZENS WORK TOGETHER ON A MASTER PLAN

A LARGER PORT FOR BOSTON AND NEW ENGLAND MARKETS AND PRODUCTS

By DANIEL BLOOMFIELD
Executive Vice-President, Boston Retail Trade Board

Boston is not only the largest port in New England—it is the greatest shopping center in that area. Its annual sales exceed a half billion dollars. It ranks 10th in volume of sales among American cities. Metropolitan Boston sales are over \$411 million and its position is 6th in the nation.

Merchandising history in the United States began in Boston over 300 years ago when Boston ships sailed the world and brought to our shores a wealth of goods. Ever since that time retail merchants have sent their buyers to the highways and byways of continents to make available to our immense buying public the products of those countries embodying the creative skill, artisanship and ingenuity of those who seek an expanding market for their production.

From raw materials to finished goods Boston has faithfully served those whose vision and initiative recognize this important market. Boston is really the gateway to an unlimited opportunity for profitable trade. It leads the nation in *per capita* retail sales.

This is also true of the group of wholesaling concerns in Boston who deal in a large number of industrial products, foodstuffs, drygoods, apparel and accessories. Boston is the third largest wholesale center of the country.

The historic traditions of Boston as well as commercial interests, are closely tied with these countries. The marketing opportunities offered by this great shopping center are indeed great.

\$10,000,000 PROGRAM WILL PREPARE FOR POPULATION INCREASE

By WENDELL COLTIN

The retail food industry in Massachusetts—biggest of the state's industries—is going to spend \$10,000,000 in the next 12 months for expansion.

"We are in the greatest food-building era of all time," says Malcolm McCabe, executive secretary of the Massachusetts Retail Grocers Association.

"We are getting ready for a population increase. Already it is beginning to require expanded facilities. Our industry is probably the most sensitive to the needs of the future."

The \$10,000,000 will be spent for new building and new equipment.

Stores in McCabe's association gross from \$50,000 to \$40,000,000 a year, with a total of \$400,000,000. This is without the gross of the A & P, First National Stores and Stop & Shop, non-members of the association.

Reprinted from the Boston Herald



DRY GOODS, APPAREL,
ACCESSORIES

WHY THE BOSTON AREA IS A SOUND INVESTMENT

By JOHN W. AGNEW, *Vice President Municipal Division of
The First National Bank of Boston*

The municipal corporation known as Boston to me represents a sound investment when judged by those media usually considered by a bank in determining relative investment merits of a municipal corporation. It is true that from time to time the city appears to be suffering from "expansion" pains but even these are now being alleviated by peripheral expansion in outlying areas such as along Route 128.

Cities, like people, must grow old and, like people, with age come growing responsibilities and increased expenses. Many of our newer cities throughout the country have not yet been tested by time. Their facilities and services are new. Maintenance expenses and replacement costs are slightly lower than those of a city old enough to be "America's Home Port." In the initial surge of growth of newer cities they have not yet encountered the multiple problems of the older established municipal corporations. Their utilities have not been stretched to a breaking point. The traffic conditions have not clogged their highways and in their enthusiasm they believe they have much to offer an individual living within their bounds. Boston has been through these phases of growth several times and each time has adjusted itself to the needs and requirements of its citizens not only within Boston itself but in the entire Boston area. Whereas we in Boston have most of our "growing" pains behind us many other cities have yet to have such experience. Boston and surrounding towns can now accommodate phenomenal expansion at little extra cost (higher taxes). We are already geared to increased business.

We who know and love Boston recognize not only its cultural, medical, educational, and industrial leadership throughout the entire country, but see in Boston an actual way of life, old only in the wisdom that comes with having been through many tests and trials. We see in Boston a firmly established way of life that is anchored to the very traditions that have made this country great.

To sum up — Boston and its sister cities of the Commonwealth have excellent credit ratings. We say of men of integrity "His word is as good as his bond." That man's prospects are good. Of cities we say "Its bonds are as good as its men." Boston's prospects are good. The Boston area is a sound investment for those who want to come here to enjoy its way of life or for those among us who are like the little old lady on Beacon Hill who exclaimed "Why, I need never travel—I am already here."



DECORATIVE DETAIL FORMERLY ADORNING BOSTON'S OLD STATE HOUSE.

PART IV

BOSTON...A WAY OF LIFE



THE BELOVED "OLD NORTH"

The Oldest Church in Boston helped save it and what is now the U. S. A.



THE HOUSE OF THE SEVEN GABLES, SALEM



THE ARTIST'S PALETTE IN THE COMMON
MARKS THE RESTING PLACE OF GILBERT
STUART, ONE OF THE GREATEST PORTRAIT
PAINTERS OF ALL TIME.



FAIRBANKS HOUSE, DEDHAM, ONE OF AMERICA'S OLDEST

BOSTON...AS A WAY OF LIFE

By EDWARD C. BURSK

Editor, The Harvard Business Review

Perhaps the most important factors that make a community a good investment are the intangible, indirect ones. Not that these will mean anything if the others aren't right to begin with — the financial and tax factors, the physical resources, the quantity and quality of labor supply. But if the rest of the climate is right — and I don't mean climate in the narrow sense of weather, though we all know narrow isn't the word to describe weather in this region . . . but, I say, if the rest of the climate is right, then the intangible, indirect factors make the difference between a comfortable future and an exciting future.

Let me single out one specific, and I think the most important, way in which these intangible factors can operate. I have in mind their effect on the management of business, though of course they also affect all the human beings that make up the total of an organization.

For a community to be a good investment it must attract, hold, and stimulate management. And in these days, and even more so in the coming days, of digital computers and statistical decision-making — when there will be fewer mistakes and less scope for inspiration (which is what we call a hunch when it works out right) — the margin between success and failure will not be in the quantitative, technical area where everybody can get the right answers. But rather the difference will lie in the qualitative area of human relations and scales where judgment and the creative ability to put the parts together into a living, breathing, dynamic whole — the way a composer puts a symphony together — will command an unbelievably high premium.

On this score — the resources and facilities to attract, hold, and stimulate management — our potential is unmatched, or not even approached anywhere else in the whole United States.

(Please turn to page 73)

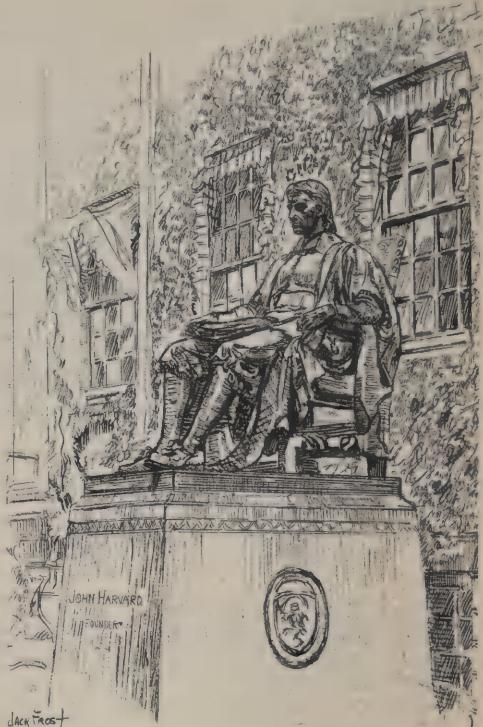


Our potential . . . to stimulate management . . . is unmatched.

We have our schools...



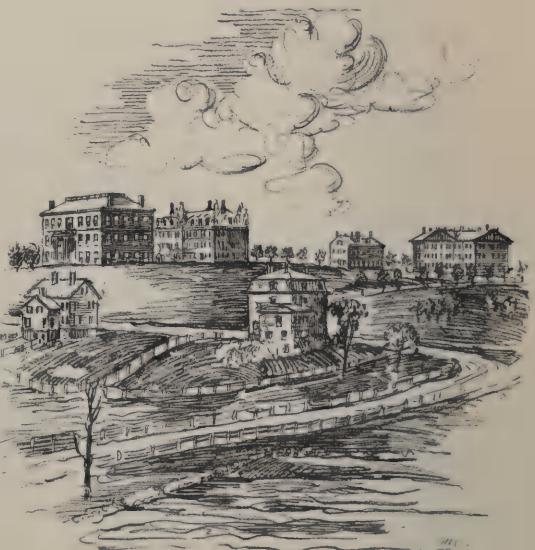
MASSACHUSETTS INSTITUTE
OF TECHNOLOGY



HARVARD



BOSTON UNIVERSITY



TUFTS AS IT LOOKED IN THE DAY
OF DOCTOR OLIVER WENDELL
HOLMES

We have our schools which richly feed the professional and cultural life of the community — as well as the nation: Harvard and Tufts Universities; Boston College; Boston University; Wellesley, Radcliffe, and Simmons Colleges; Northeastern and Brandeis Universities — truly a tremendous source of knowledge, wisdom, and inspiration. Speaking of professional life I should like to include professional management, for increasingly the managers of business are motivated by standards as well as by profits; indeed they have learned that in the long run high standards of responsibility to employees and the public as well as to stockholders and owners *do* produce more profits.

We also have our research centers, both in the schools and outside, which supply the raw materials of technical progress. So much so that any assessment of the relative value of targets of enemy attack always puts our city and its environs high on the list. Indeed, at the moment, the *only* reason I can think of for this community not being a good investment — that is, the only disadvantage *that we ourselves cannot do something about if we set our minds to it* — is this risk of enemy attack. But isn't that the risk of possessing anything valuable? — the more it is worth, the more somebody else would try to steal or destroy it.

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BERTRAM HALL, RADCLIFFE COLLEGE, BUILT IN 1901

HOME PORT OF HISTORY



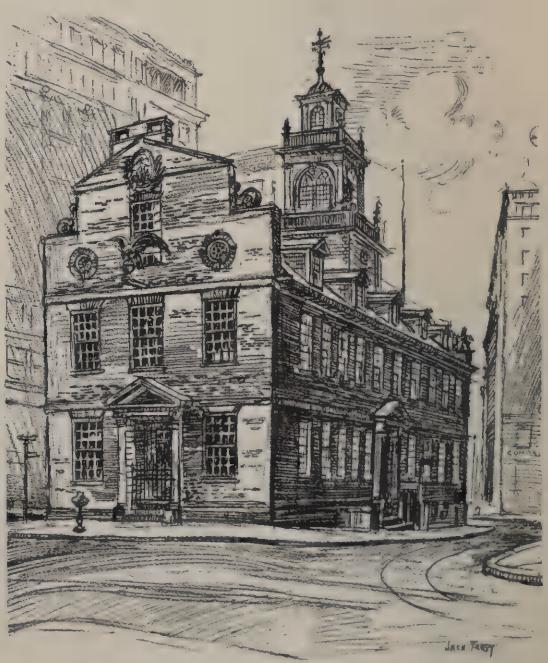
FANEUIL HALL,
“CRADLE OF INFANT LIBERTY”



PAUL REVERE HOUSE



BUNKER HILL MONUMENT



THE OLD STATE HOUSE, 1748

But it is our cultural riches which represent our most precious, and most unique, resource. It is not enough just to attract and hold management of high caliber; the important part of the formula is to *stimulate* them.

There has been increasing recognition of the need to step up the creativity of management.

Not only for the sake of the economy as a whole, since it is becoming characterized by a greater desire for security (affecting management as well as employes) — all very fine, so long as the drive, the daring, the pioneering that used to prevail is not lost in the transformation of business from an art to a science: the science of not making mistakes, when we all know that even a *mistake* at least proves someone stopped talking and being smug long enough to *do something*.

But also for the sake of the individual enterprise, which will be lost in the ruck if it doesn't develop some special edge of superiority, or at least difference, over its competitors; for one of the laws of business — perhaps, the only law — is that there are only two ways to go: either forward or backward: there is no dead center in between. And I might add that in this region, where we have so much technical know-how, the particular need is for greater creativeness on the less technical side — sales and promotion. And insofar as advertising goes, Boston agency man Harold Cabot recently stated that, "New England is a wonderful place for creative advertising minds.

People who don't like the Madison avenue rat race, who want to *live*, come in and see us. The area attracts brilliant people."



(Please turn to page 77)

ATHENAEUM

HOME PORT OF LITERATURE



THE LONGFELLOW HOME

One of the many historic houses in Cambridge is Henry Wadsworth Longfellow's former home. It fronts on Brattle Street, the traditional site of fine homes, and is surrounded by wide and well-kept lawns, which are shaded by ancient elms. Its architecture follows the New England tradition, even to the widow's walk shown in the sketch, and it is painted that curious yellow which seems native to this region. As may easily be seen, it is of generous proportions and offered a gracious setting for Longfellow's literary life and friendships with Emerson, Lowell, Holmes, and all the other famous names of his day.

MOST FAMOUS GIRLS' STORY WRITTEN HERE

One of the oldest houses in Concord, Mass., gained additional fame by the fact that there the most famous of all girls' stories was written. In the Orchard House, built about 1650, Louisa May Alcott created "Little Women."

Miss Alcott's room was that to the upper right of the front of the rustic appearing dwelling shown in the sketch. The "School of Philosophy," of which her father was dean, was housed in a nearby building.



Add to all this the fact that in the very pursuits of specialization, systemization, and control, which make business so efficient, the fires of creativeness, which make business (or businesses) great, are likely to be banked if not extinguished. In other words, extraordinary efforts or conditions are needed to bring the sparks to flame again (such as our changing seasons). And new research is showing that one of the best fanning devices is the influence of liberal arts study and cultural interests—which, in fact, opens up a whole, new exciting trend in training for business, away from science and technology and back to the humanities — literature, music, philosophy, and religion.

Where, I ask, is there any better place for influences of this kind than right in this area? There is so much of it that it is impossible to keep one's eyes blind to it or one's ears deaf to it. And, fortunately, it is of the highest quality as well as of the greatest quantity.

(Please turn to page 81)

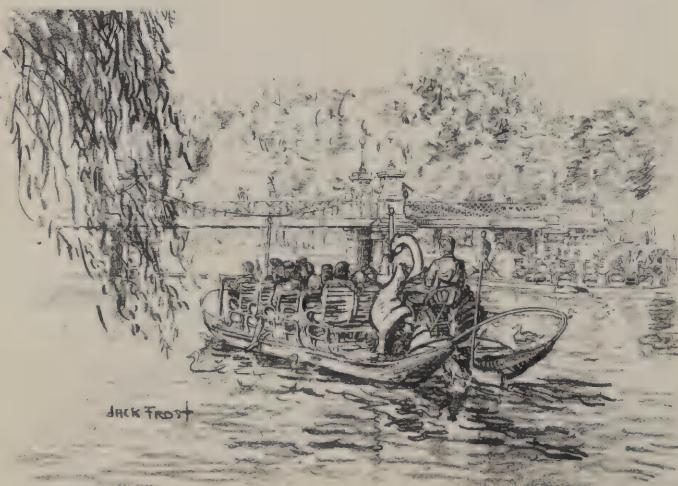


FINE ARTS FLOOR AT BOSTON PUBLIC LIBRARY where artist John Singer Sargent himself selected classics for the color of their bindings alone, to harmonize with his decorations in the "Sistine Chapel" illustrated above.

A WALK THROUGH THE PUBLIC GARDENS IS AN AESTHETIC ADVENTURE ... EVEN FOR CHILDREN

ARTS FESTIVAL IN BOSTON, CITY OF CULTURE

A hundred thousand laymen feasted their eyes on (or were shocked by) hundreds of art entries from everywhere, displayed under tents, and "set to music". Part of the crowd is shown milling about the display tents. Pottery, crafts, modern dancing and outdoor theatre added to the mood of the yearly occasion.



SWAN BOATS

Many a sailor on his day off, and nearly every Bostonian (as a child, of course) has taken a "pedal" on the historic swan boats. Away you go — slowly — circumscribing the curved lagoon and the smallest island in Boston proper—both built less than a century ago from marsh land.

BOSTON STONE

The Boston Stone, shown in the sketch, is among the oldest and least known landmarks in the city. The "stone," a globe 20 inches in diameter, resting on an oblong block three feet long, is set into the wall of a building in Marshall street, North End, which cuts a small corner from Union to Hanover streets.

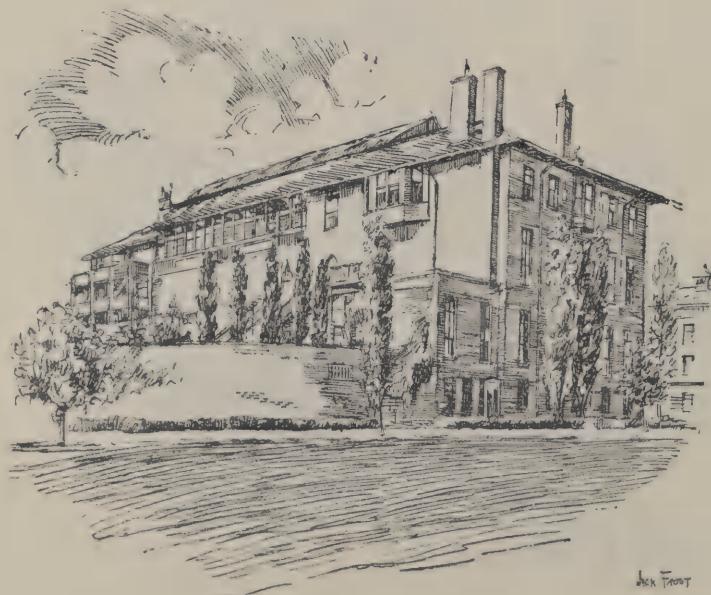
Nearly 270 years ago the globe and the oblong, then four times its present size, were used as a paint-grinder by Thomas Child, a house painter, whose home and shop occupied that site. The paint was placed in a large trough on one side of the block, and the globe was passed over it to make it fine.



MUSEUM OF FINE ARTS



SYMPHONY HALL, HOME OF BOSTON SYMPHONY ORCHESTRA
FAMOUS FOR "POPS" AND ESPLANADE CONCERTS, TOO



GARDNER MUSEUM
SOLD ABROAD IF EVER
REARRANGED OR
ADDED TO

When Mrs. John L. Gardner died, she stipulated in her will that her famous museum was never to be rearranged or enlarged, except as provided at her death, and if such events occurred, the Museum pieces were to be sold abroad, and the proceeds turned over to Harvard. The museum is controlled by the Isabella Stewart Gardner corporation, and is open to the public at specified times.

So we have the cultural climate to attract, hold, and stimulate management. Yet there is a price to such a climate. In many ways — most of them indirect, but somehow reflecting our desire for the best of everything, no matter what the cost, we do have slight extra burdens. At the same time, I am convinced that we shall never *quite* match the bargain of the lower burdens of competing regions ; and that we shouldn't, because it would mean lowering our cultural and social standards. But that, assuming waste and inefficiency and inequity are squeezed out (and we *are* "squeezing") the remaining margin of slightly higher cost of our climate will be far more than out-weighed by the higher caliber of our management performance—yes, and of our labor performance —which this climate itself helps so much to evoke. More and more companies in their location decisions are looking for and are willing to pay (within reason) for such a climate. And don't forget that smart capital always follows good management.

Another danger is, again intangible: the taking-for-granted or, sometimes, defensive attitude, which blunts any efforts to capitalize on our strengths and to minimize our weaknesses. There is a tendency to recognize, intellectually, that this region has great potentials for the future — not realizing that one of the greatest potentials lies in the very eagerness to dig in with emotions, spirit, fervor — to have the forward-looking, forward-feeling attitude that we hope will be characteristic of the kinds of business which we want to invest here.

So — on this score as on so many others — we can best achieve the future by beginning to live it in the present. Now!



"ONLY RESPECTABLE STREET IN AMERICA" said Englishman Henry James about Mount Vernon street, shown above where it borders historic Louisburg Square.

SAFE HARBOR FOR HEALTH

WHERE ANTHONY EDEN AND ARTHUR GODFREY CAME TO SEEK RECOVERY
and WHENCE PRESIDENT EISENHOWER SENT FOR DR. PAUL DUDLEY WHITE

BOSTON, THE MEDICAL
CENTER OF THE WORLD



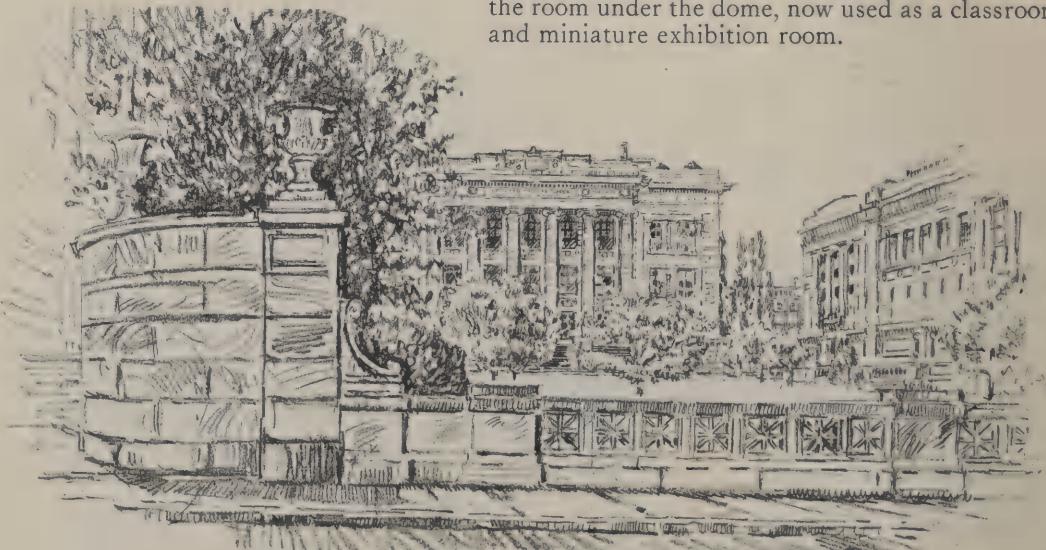
This "PUBLIC WAY" must always be maintained through the old Boston Dispensary on Corey Ave.



WHERE THE BIRTH OF THE DEATH
OF PAIN OCCURRED

The building pictured was built by Bulfinch in 1818 and the stone for it was cut and hammered by the inmates of the state prison. This saved about \$30,000 in the cost of constructing this domed edifice, which was the original Massachusetts General Hospital. It received its first patient Sept. 3, 1821.

Under the dome was discovered the greatest contribution of medicine to mankind, termed by Dr. Weir Mitchell, "The Death of Pain." On Oct. 16, 1846 ether was first used in a public operation in the room under the dome, now used as a classroom and miniature exhibition room.



THE HARVARD MEDICAL SCHOOL NEAR LONGWOOD AVENUE

WELCOME PORT TO RECREATION, RELAXATION



Summer Swimming at Cliffside Beach, Nantucket Island . . .



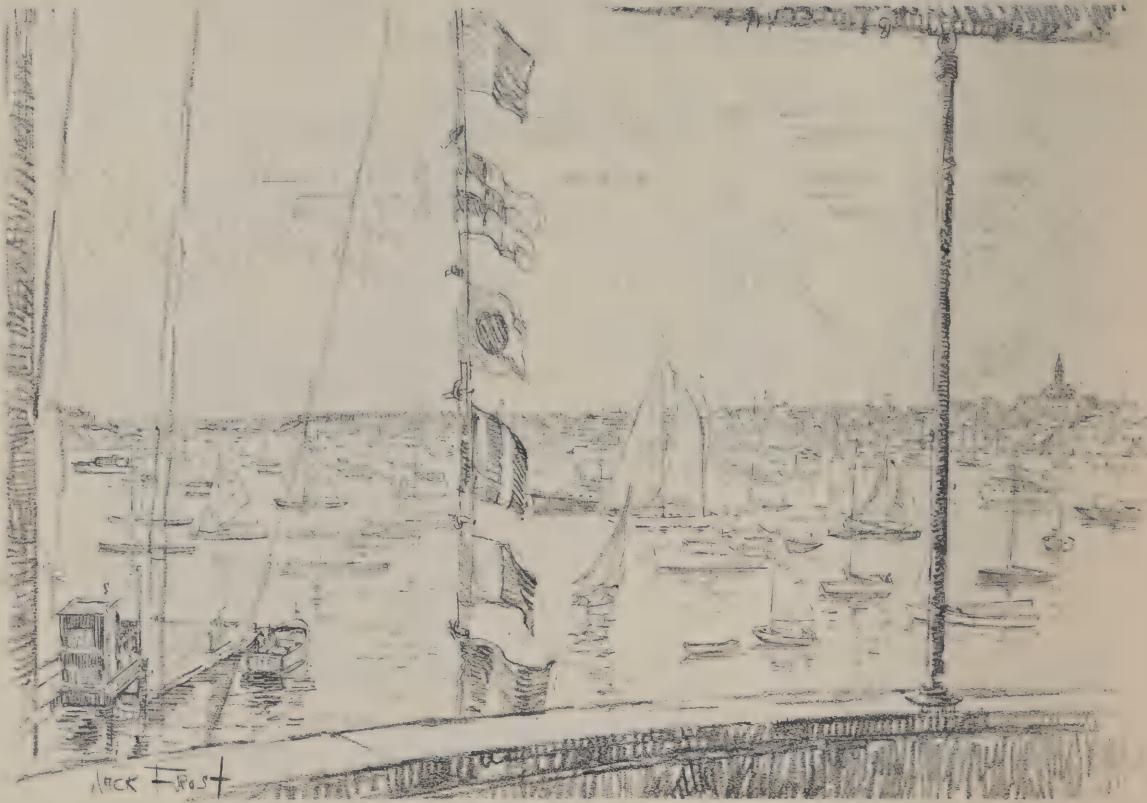
Winter Skiing at Mt. Greylock Thunderbolt Ski Trail.

NEW ENGLAND HAS EVERYTHING!

Winter Skating at 'Jug End Barn,' So.
Egremont — (Summer Skating at
'Boston Skating Club,' or 'Arena').

Surf-casting on Cape Cod or almost
anywhere on N. E. Coast.





MARBLEHEAD AT "RACE WEEK," A YACHTSMAN'S PARADISE

When summer breezes blow, and you live near Boston, it's a half-hour run to the old sea coast town of Marblehead. There, at the Corinthian Yacht Club from which porch this sketch was made, or at the Eastern, or almost any place hereabouts one can sail to his heart's content. It is truly a yachtsman's paradise . . . especially in colorful, exciting "Race Week."



GOLF: PRIVATE CLUBS AND MANY PUBLIC LINKS

AT LEFT: SMART CLUBHOUSE ONCE A POORHOUSE

Just as "clothes make the man," so occupants make the house. Take, for example, the home of the Wellesley Country Club. When it was built years ago it was the Needham poorhouse, humble as Cinderella in her rags and ashes. Then 45 years ago it was taken over by the club and it blossomed into grandeur.

THE NORTH SHORE:



ROCKPORT'S "MOTIVE NO. 1"

This shack is on a wharf at Rockport. Well-known artists from Anthony Thieme, Harry Vincent, Aldros Hibbard and George Noyes to Lester Hornby, along with hundreds of beginners and students, have transferred the stained beauty of the ancient structure to their canvases.

SALEM GOTHIC HOUSE 285 YEARS OLD

It is very seldom that one encounters a house which has always been in the same family. But in Salem is the fine looking old Pickering house which has been owned by that family for almost three centuries. The small house of gothic style, has the appearance of being able to withstand the elements for another century or more.



JOHN HAYS HAMMOND CASTLE IN GLOUCESTER

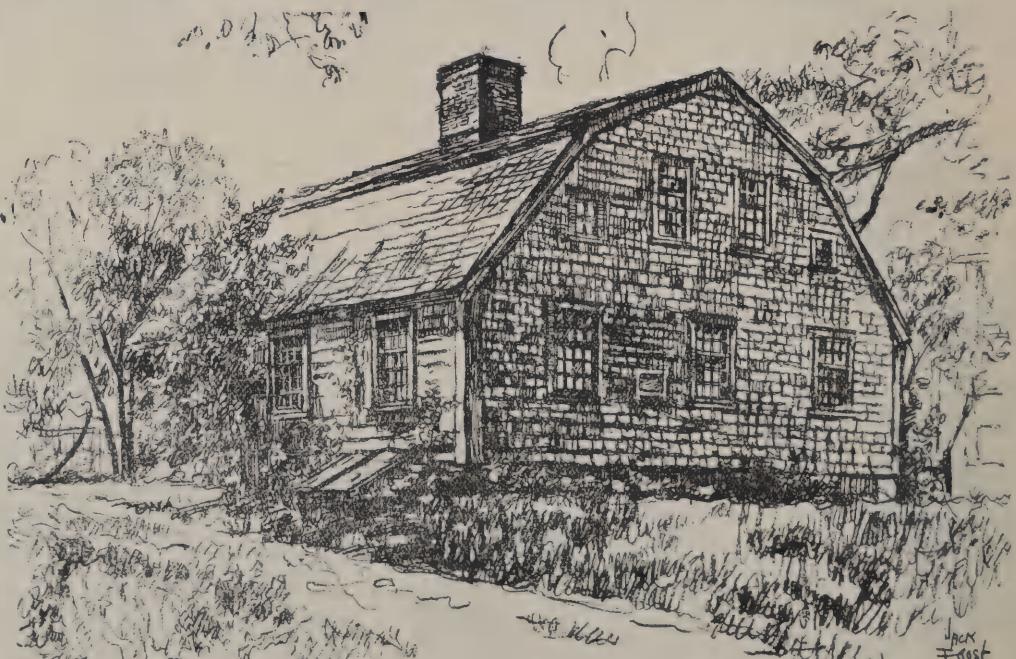
The house is at 18 Broad Street, and was built in 1660 by John Pickering. The peaked windows and exterior finish were added in 1841.



THE SOUTH SHORE:



THE HISTORIC WINSLOW HOUSE IN MARSHFIELD



OLD PILGRIM FORT BECOMES ATTRACTIVE HOUSE

Timbers hewed by the Pilgrims can be seen in the Harlow house in Plymouth. The house dates to 1677.

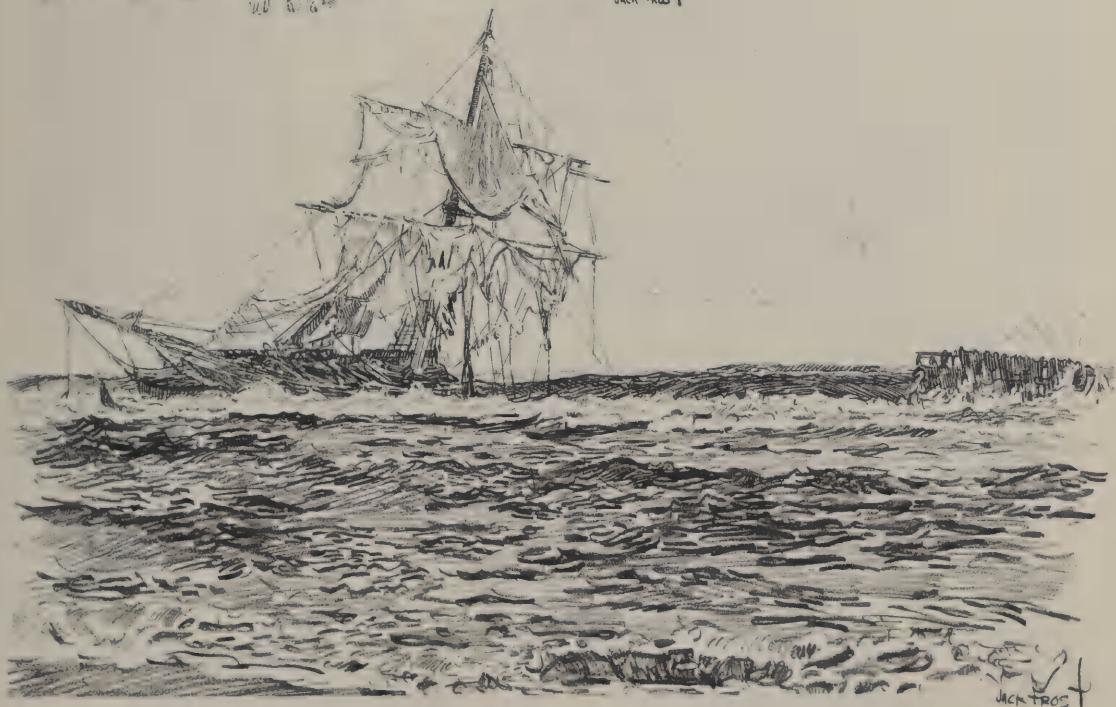
CAPE COD . . . AND ITS "COTTAGE" HAS INSPIRED ARCHITECTS THROUGHOUT THE REALM



OLD HARLOW HOUSE
IN PROVINCETOWN

A lovely Cape Cod cottage,
but supposedly "haunted".

The imposing 'Pilgrim' Monu-
ment can be seen at the right on
the hill.



"JASON," THE LAST FULL-RIGGED SHIP TO GO AGROUND

This steel ship snapped in twain and looked like this after a day at the mercy of the waves near
Peaked Hill Bars off beautiful but oft-times cruel, Cape Cod.

BOSTON, TOO, HAS ITS NUMEROUS CHURCHES
Including the Typical New England "White Church"



ELIOT CHURCH, ROXBURY

Tho' its charming steeple was lost this year, handsome Eliot Church, Roxbury, still stands to remind of Colonial days when John Eliot preached to the Indians. It recalls too, the midnight ride of one Dawes, saddle mate of Paul Revere.



CATHEDRAL OF THE
HOLY CROSS, BOSTON

"OUR LADY OF GOOD
VOYAGE" AT CHAPEL
ON WAY TO BOSTON'S
FAMOUS FISH PIER



CHRISTIAN SCIENCE PRESERVATION OF BEAUTY

It is seldom in this modern age that convenience is sacrificed to beauty, but when the publishing house was built near the Christian Science Church, shown above, it was constructed low and wide to preserve the view of the church dome from as many angles as possible. Moreover, the church was given a grassy frontage free of buildings facing Huntington avenue to give it a proper setting. Charles Brigham was the architect who designed the church.



"THEY NOBLY DAR'D TO BE FREE!"

The striking white colonial First Parish Unitarian Church of Lexington proudly rises above the rich carpet of historic Battle Green, called by many the "Birthplace of Liberty," an honor it shares with neighboring Concord Bridge. The Minutemen assembled in nearby Buckman Tavern on that fateful morning of April 19, 1775 and with flintlocks in hand engaged the Redcoats in the fight for freedom . . . on this greensward, the village common.

On the Revolutionary Monument is inscribed:

"Sacred to Liberty and the Rights of mankind!!!
The Freedom and Independence of America,
Sealed and defended with the blood of her sons"

*Among the last few lines are the inspiring words:
"They rose as one man, to revenge their brethren's
Blood and at the point of the sword, to assert and
Defend their native Rights.
They nobly dar'd to be free!!"*

THE HONOR ROLL

By PAUL A. NEWSOME, *Chairman*
Public Relations Plans Board for the City of Boston

Boston is one of a handful of large U. S. cities that have a distinct character. From Aroostook to San Diego people carry a mental picture of Boston that is more flattering than most Bostonians realize. Contributing chiefly to this impression is our long and profitable association with such sterling virtues as thrift, prudence, integrity and conservatism, which everyone admires in others.

Jack Frost has captured the charm of our city in this book, and perhaps has added something to the Legend. But he has also pictured another Boston that is less well known—its business leadership in many fields and its pioneering achievements on the frontiers of science.

We would like the rest of the country to read about the advantages we have for industries employing skilled labor, and we want more people to visit us. Therefore we are grateful to Mr. Frost for granting reproduction rights, without charge, to newspapers, magazines, radio, television and other media, provided that permission is secured in writing. The interests of Boston would be well served by having the widest possible use made of these sketches.

This volume was made possible by a score of private industries, government agencies and individuals, all working together as a team organized by the artist. They are Liberty Mutual Insurance Company, New England Electric System, Wiggin Terminals, Inc., Jordan Marsh Company, Bay State Milling Company, The First National Bank of Boston, Sullivan Bros., Printers, Sheraton Corporation, Arthur D. Little, Inc., Joseph F. DeMambro, The Boston—Old Colony Insurance Companies, The United Shoe Machinery Corporation, R. M. Bradley & Company, Inc., Boston Tow Boat Company, Mystic Steamship Division, Eastern Gas and Fuel Associates, Port of Boston Commission, the Mayor's office, the Massachusetts Department of Commerce, Herbert S. Evans, Sherman L. Whipple, Jr., Richard I. Goodrich and Richard L. Bowditch. Their civic spirit deserves the thanks of the entire community.

